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ACCOUNTING FOR DEPARTMENT STORES



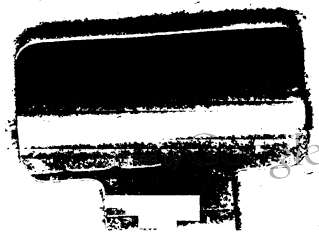
A Complete Text Book
for those who wish to
know at any time the
exact condition of any
department, and of the
entire business, 

PRICE,
ONE DOLLAR

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ACCOUNTING

FOR

DEPARTMENT STORES

A Complete Text Book for those who wish to know at any time the exact condition of any department, and of the entire business. Profusely Illustrated by Sketches of All Forms of Account Books used.

The contents include detailed instructions in regard to the following important accessories to a properly organized Department Store

Goods on Consignment
Work-room Records
C. O. D. Tickets
Ledger Analysis
Transfer Cards



Mail Order Records
Annual Statement
Auditor's Report
Charge Ledgers
Credit Tickets

Cash Purchases at Other Stores, Departmental Summary of Purchases, Cash Sales Tickets and Summaries, Charge and Credit Adjustments, Auditors' Disposition of Differences, Distribution of Manufacturing, Comparative Summary of Sales and Purchases, Inventory Ledger Proof Balance, Department Balance Sheet, Time Sheet and Pay Roll, etc.

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ACCOUNTING

...FOR...

DEPARTMENT STORES.

THE era of permanent department stores has apparently dawned, and the agitation against them by retail merchants is undoubtedly doomed to failure. The department store supplies commodities and necessities at the lowest possible prices, and the great consuming public cares nothing about the consequences to individuals. It is the old story of "The survival of the fittest."

Department stores are being established in every city of moderate size in the United States, and the proprietors are all interested in arranging their accounting methods in the best possible way. Each department of a department store should be treated as a separate enterprise, and should have its individual Profit and Loss account. It is only by this means that an efficient supervision of the business can be maintained. To meet this want we have compiled a comprehensive text book designed to meet all requirements and eventualities. It deals in detail with the following accessories of a large department store business:

- Goods on Consignment.
- Distribution of Purchases.
- Remittance Blanks.
- Cash Purchases at Other Stores.
- Work-room Records.
- Packers' and Shippers' Records.
- Cash Sales Tickets and Summaries.
- Deposit Records.
- Transfer Cards.
- C. O. D. Tickets.
- Delivery Records.
- Collection Records.
- Mail Order Records.
- Credit Tickets.
- Merchandise Returned Records.
- Distribution of Cash Sales.
- Distribution of Charge Sales.
- Distribution of C. O. D. Sales.
- Auditors' Disposition of Differences.
- Department Balance Sheet.

Summarized Balance Sheet.
 Mail Order Balance Sheet.
 Distribution of Credits.
 Distribution of Manufacturing (millinery, dressmaking, etc.)
 Departmental Summary of Purchases.
 Comparative Summary of Sales and Purchases.
 Auditors' Report.
 Analysis of Departmental Transfers.
 Analysis of Work-room Transfers.
 Departmental Summary of Millinery Charges.
 Departmental Summary of Dressmaking Charges.
 Inventory Ledger Proof Balance.
 Annual Statement.
 Charge Ledgers.
 Employees Purchases.
 Charge and Credit Adjustments.
 Ledger Proof Sheet.
 Ledger Analysis.
 Sales Clerks' Records.
 Time Sheet and Pay Roll.
 Petty Cash
 General Cash.
 Monthly Statement; etc., etc.

At the back of the book is an article which may be read with advantage by the managers of smaller stores, where so much attention to detail is not required.

In presenting this valuable book to the public, we feel confident of appreciation. It is profusely illustrated with sketches of forms to be used in the various books of account, the plates for which have been prepared and produced at great expense.

* * *

The modern department store is of comparatively recent origin, and is, practically, the extension of the idea of the country general store, adapted to modern city life. Until the advent of the department store, merchandising was confined to specialties in a sense, for what were known as dry goods stores frequently dealt in commercial commodities that were not strictly "dry goods," as the term is generally known. With the increase of capital incident to growth came also an increase of departments, or subdivisions of merchandise, but mainly of articles of personal comfort—jewelry, hosiery, gloves, umbrellas, shoes, and wearing apparel. It is only of comparatively late years that such commodities as furniture, hardware, pianos, sporting goods, bicycles, photographs, etc., were added.

Incidental to the growth of this class of commercial enterprises has been the elaboration of accounting systems peculiar to them. While no absolutely infallible system exists, it cannot be gainsaid that many of the accounting systems now in use in department stores may be very much improved upon, and the author trusts that some of the methods delineated

in this book, while not perhaps perfect as a whole, may prove of practical and material benefit.

THE RECEIVING AND PURCHASE SYSTEMS.

As all goods purchased pass through this department before distribution among the different sales departments, the methods employed therein will be explained first.

The various classes of merchandise dealt in, are divided among "departments," each department having for its name the general class of goods dealt in, and in addition, an alphabetical letter or combination of letters in some houses, in others a number, as, for example, A (or 1) silks and velvets, Ha (or 52) hardware, etc.

It is the rule that an invoice must accompany every consignment of goods, and the absence of one in the case of "city consignments," means their rejection at the door for the time being. In freight or express consignments the invoice is usually inside the package. As the goods are received the number of packages in the consignment is marked on the back of the invoice and also on each package by the doorman and sent to the receiving department proper. There the goods are sent to the proper department table, and the invoice passed to the invoice entry clerk for entry. Each invoice as received is stamped with a number and entered in an invoice entry book of the following form:

CONSIGNMENTS RECD. Wednesday Apr. 6. 1899.

Date of Invoice	Entry No	Dept.	Particulars	Amount of Invoice	6		7		8		9		11		12	
					A-K	L-Z	A-K	L-Z	A-K	L-Z	A-K	L-Z	A-K	L-Z	A-K	L-Z
Apr. 2	1092	HA	Union Hardware Co.	127.16		127.16										
4	3	HF	Acme Hardware Co.	34.18			34.18									
4	4	X	F.M. Stewart	260.12				260.12								
5	5	A	Atlanta Knitting Co.	1842.90	1842.90											
5	6	GP	A. J. Jennings	2.19	2.19											
5	7	A	Dalman Silk Mills	3610.49												
5	8	JY	Abercrombie & Co.	116.71	116.71											
6	9	Y	A. S. Sommers	18.96			18.96									
6	10	M	M. S. Laque	143.72			143.72									

They are then filed in pigeon holes to be called for by the "checkers," who check the number and quantities on the invoice with the goods. They are then placed on the department buyer's file for "pricing" and signature. The signature consists of a rubber stamp with the department letter or number and a space for the name, thus: Ha _____. The goods as they are checked off are passed over to the department "markers," who, after obtaining the bill from the buyer's file, mark the prices on the goods, after they have been examined as to quality, etc., by the buyer or his assistant. Some houses mark their goods with the entry number of the invoice, cost mark and selling price, but in most up-to-date establishments only the selling price in plain figures is marked. One article of each line of goods is usually marked by the buyer or his assistant to prevent errors. The invoices are then placed on the receiving department manager's file for his signature and examination, after which they are passed back to the invoice entry clerk, who checks them on his book and extends them into the proper ledger columns as shown in the illustration, the extensions appearing under the date the invoices are passed through. The rule is that all invoices shall

When goods are wholly or partly returned, or an allowance claimed for any reason, a memorandum charge against the consignor is made out and entered in a "return and allowance book." The ruling and entries in this book are somewhat similar to the invoice entry book; the exception being the number of ledger columns required—memorandum charges being passed through the same date the entry is made, necessitating but one double column. The date of entry appears at the top of the page and in the ruled columns, the date, entry number, department, consignor, and amount of original invoice are entered, and in the proper ledger column, the amount of the memorandum charge.

In the morning the invoices that came through the previous day are assorted into departments, and entered on an "analysis sheet" ruled as per following illustration:

[illegible][illegible]

The returns and allowances are entered on a similar sheet, and the totals of both compared with the footings of the ledger columns in the entry books. The department totals of both ledgers combined are then transferred to a summary sheet, the purchases appearing in one column and the returns and allowances in the next, and an abbreviated report of the totals sent to the chief book-keeper. The invoices, charges and sheets are then sent to the purchase book-keeper's office, where they are compared, and the invoices and charges refigured. If an error against the house is discovered, a memorandum charge is made out and sent to the receiving department to be entered and passed in the regular way. If the error is in favor of the house, a memorandum credit is issued and passed through as an invoice, and the consignor notified.

The bills and charges are then assorted into ledgers and numbered with

In the journals, only the numbers, date, consignor, terms and amount of each invoice are entered in black ink, and after them the charges in red ink, the amounts being extended in the outer column. The grand totals after being compared with the totals of the analysis sheets are entered in the respective ledger balance books, and the summary of purchases by departments previously explained is sent to the auditing department.

[illegible]

Goods are frequently purchased of rival department stores by "shopping clerks" for cash. These transactions originate in the receiving department and are again passed through it when the transaction is completed, but the

method employed differs from the credit purchases. The shopping clerk obtains an order of the following form:

No. <u>10008</u>		Date <u>X</u> <u>189</u>
Pay to <u>Miss Smith</u> <u>X</u>		
<u>Twenty</u>		Dollars
For Cash Purchases	Amount Given	\$ <u>20.00</u>
	Amount Returned	\$ <u>2.86</u>
For Dept. <u>A,B,C</u>	Net	\$ <u>17.04</u>

No. <u>10008</u>		Date <u>X</u> <u>189</u>
Articles purchased by <u>Miss Smith</u>		
Dept. <u>A</u>	<u>1 yds. Silk</u>	\$ <u>10.50</u>
Dept. <u>B</u>	<u>1 yds. Dress Goods</u>	\$ <u>4.92</u>
Dept. <u>C</u>	<u>2 yds. Lace Net</u>	\$ <u>6.2</u>
		\$
		\$
		\$
		\$
Authorized by <u>Jones</u> <u>X</u>	Total	\$ <u>17.04</u>
Received by <u>Brown</u>		
Countersigned by <u>Allen</u>		Supt.

and obtains the money from the cashier on the main floor (an assistant chief cashier) who retains the order until her return with the goods and change. The parts marked X are filled in at the receiving department on the issuance of the order, the balance by the cashier on the clerk's return, from the invoices or "bills" she obtains with her purchases. With the lower part of the order, she delivers the goods in the receiving department in the regular way, the cashier retaining the upper part as a voucher, and entering the total net amount in the "cash purchases" column of his cash book. Both parts of the order finally find their way to the auditing department, where they are matched, and the totals of the slips for the day compared with the cashier's report. The method of charging the various departments will be explained under its proper heading in the auditing department.

THE MANUFACTURING DEPARTMENT.

Almost all department stores manufacture certain lines of goods for their retail trade, and before passing on to the "sales systems" we will examine the accounting methods employed in this quite important branch of the business.

Purchases made outside of the store for manufacturing departments pass through the receiving department as other purchases do. Upon their receipt in the manufacturing department, the goods are examined and the invoice entered in detail in an "outside purchase journal." If any goods are to be returned, or claim made and allowed for any reason, a charge ticket is made out as previously explained, and entered in red ink in the same book, but extended in the outer column, the inner serving for the purchases in black ink.

Purchases made within the house are usually made at the selling price marked, and are entered from the tickets into a "house purchase journal" in detail. Returns of goods are entered in another part of the same book, the book being divided to suit the requirements of each particular department or "work-room," as they are generally called. In the rare cases where goods are purchased at the cost figure, they are entered in the "outside purchase journal."

It must be understood that the goods manufactured in these departments are to be sold at retail through the regular sales departments. The principal idea is then to manufacture at a figure equal to or a trifle lower

than what the same finished article could be purchased for outside by the department buyer, and actually, the buyers are as particular about the cost and quality of the manufactured articles as they are about the same class

MANUFACTURING TICKET					
MANUFACTURING DEPT NO 8					
MILLINERY WORK ROOM					
Name <u>Stark</u>		Date <u>Apr 8</u> 189 <u>8</u>			
Address _____					
Article _____					
Manufacturing No <u>21422</u>			Running No <u>21300</u>		
Ordered	Delivered	Used	Materials	Dues	Total
1		1	Net	\$ 12.0	12.0
2	1	1	Ribbon	2.0	14.0
2		2	Flowers Augsburg	4.0	18.0
2		2	Feathers	10.0	28.0
1	1/2	3/4	Silk etc	12.0	40.0
			Velvet		
			Lace etc		
			Net		
			Jet		
			Cramp etc		
			Quishing		
			Lining		
			Miscellaneous		
			Findings		
Outside Goods		House Goods	Total Materials		71.0
2.00		1.24	Lace %		5.0
		1.00	Net Materials		76.0
		1.00	Labor		81.0
		1.00	Mfg %		86.0
		1.00	Total Cost		91.0
			2 Hrs	2.0	100.0
			1 Miller	3.0	103.0
			1 Improver	3.0	106.0
			1 Apprentice	2.0	108.0
			Total Labor		21.0

of goods purchased outside. In fact, the managers of these manufacturing departments, although their cost and results appear on the general statement only in a general way—as a part of the whole fabric—are as jealous of the particular results obtained in their work-rooms as if they were separate outside concerns. This will in a way explain the “cost systems” in use in department stores as against “factory systems” in connection with wholesale transactions.

As all the manufacturing departments employ the same accounting systems with but little change, which is occasioned by the different lines manufactured, the explanation of one will therefore practically explain them all.

In the millinery room, which we will call “manufacturing department No. 8,” the trimming of hats is carried on. When an order is received from the department whether “stock” or “special,” and whereon the style is specified, or as in the case of “stock” orders, left with the trimmer, a manufacturing ticket is at once given out. An illustration of this form is herewith shown. The manufacturing number is the number of the hat—the future “stock number.” The “running” number is given it on its return to the desk from whence it was given out, and is practically the entry number. By way of illustration, the ticket is filled out in an abbreviated form and is practically self-explanatory. It will be noticed that “outside goods” are apparently made up at their cost price, but as a matter of fact a small percentage has been added on to defray cost of handling,—usually 5 per cent. From all house materials, a flat discount (called the manufacturing discount) is deducted, in order to bring the goods down to their approximate cost with 5 per cent. added as in the case of outside goods.

The data in the lower portion is obtained from a time ticket issued with, and attached to the manufacturing ticket, whereon the time given out and time returned is noted with the names of the different "hands" through which the hat finds its way, by the forelady in charge generally. The price of the labor is not by any means the actual cost per hour, but an arbitrary price set for the particular branch of work it affects.

On the return of the finished hat to the desk, the ticket is entered in a "cost journal" ruled as follows:

Date: _____ 189 _____

Running No.	Mfg. No.	Article	Material	Labor	Percent	Total	Remarks
21300	21420	Hat	Streak	340	275	81	890
1							
2							
3							
4							
5							
6							

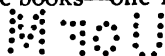
A "stock ticket" reciting the number, the article and the total cost is then attached, and with the hat is sent to the sales department, where the selling price is put on. The manufacturing ticket is retained in the work-room and the stock ticket is sent to the auditing department for the purpose of debiting the sales department, and entering by the manufacturing audit clerk, as will be later explained under that heading.

These in brief are the methods employed in the receiving and manufacture of goods. We will now proceed to examine those employed in the selling.

THE SALES SYSTEMS.

In a department store each clerk, on entering the service, is given a number and assigned to the department in which he (or she) is to sell. These "clerk numbers" are variously arranged in different houses, some beginning at 1 for each department, while others arrange their numbers to run consecutively throughout the house, making a sufficient allowance for each department, as for example A (or 1) silks and velvets having clerk numbers from 1 to 25, B (or 2) dress goods, 26 to 45, etc. This latter system is the more preferable, as no two clerks having the same number, and each department having its own "series," mistakes and confusion incidental to the first method are eliminated. An elaboration of the system divides its clerks into sexes, the numbers for males running from 1 to 2,000, and the females from 2,001 up, or vice-versa. Clerks are not allowed to sell in any other department but the one they are assigned to, except in some rare instances, when they are provided with two numbers—one being an "extra" number. This is necessary, as were it otherwise, sales might be credited to the wrong department.

Each clerk is provided with a set of "sales books"—"books," however, in many cases being a misnomer, as they are usually pads or strips of sales tickets. They are, however, generally referred to as "books." The form and number of books vary in different houses, some providing but one book which answers for cash, C. O. D. and charge sales, while others provide two or three books—one for each class of sales. In this class are most of "higher



grade" of department stores. Where more than one book is provided, the printing and color of each sales ticket is different from either of the others so that the nature of the sale can be told at a glance. This is perhaps the more commendable method and forms the basis of the accounting systems treated in this article.

CASH SALES.

The forms of "cash tickets," as they are called, are numerous and varied, almost all of the larger stores having their own particular style, and adapted particularly to their needs as they see them. A form of cash ticket is shown in the accompanying illustration:

PACKER'S COUPON			
Sold by _____		Amt of Sale 50 \$ _____	
M _____			
Sold by _____	Cash or Tube No. _____	Amt Recd _____	
original	50		
Send or Deliver to _____		Deposit? _____	
<p>WECHSLER & ABRAHAM. BROOKLYN. ITEMS ON OTHER SIDE</p> <p>Should you wish to make any inquiries please present this slip</p> <p style="text-align: center;">50</p>			

These tickets are usually made in pads of fifty and are so arranged that a carbon leaf lies between the original and its duplicate. Another style that has found much favor, arranges these tickets in a continuous strip, alternately coupon, original and duplicate. In this style, the detaching of a "set" of tickets (coupon, original and duplicate) brings the carbon leaf automatically over the next duplicate, the mere closing of the covers of the book folding the original and coupon over it. The tickets are numbered consecutively from 1 to 50, the tickets of each set (coupon, original and duplicate) bearing the same numbers, as shown in the illustration.

They are sometimes secured in an adjustable cover in which the pad or strip is securely held by a clasp, but often a cheap permanent cover is used and for certain reasons is preferred by some stores.

In the back of each book is a summary of sales printed on the inside back cover, where permanent covers are used, on loose cards where the adjustable covers find favor. The former method is the more commendable,

as in the latter the loose cards are often lost. The accompanying illustration gives the form:

SUMMARY

Clerk No.					
Ticket No.	Amount	Ticket No.	Amount	Ticket No.	Amount
1		18		35	
2		19		36	
3		20		37	
4		21		38	
5		22		39	
6		23		40	
7		24		41	
8		25		42	
9		26		43	
10		27		44	
11		28		45	
12		29		46	
13		30		47	
14		31		48	
15		32		49	
16		33		50	
17		34			

When a sale is made, the clerk writes out the particulars on the sales ticket, and in the spaces shown notes her number, the amount received, whether the goods are to be sent or delivered to the customer, or if it is a deposit, and in the space marked "cash or tube no.," notes the cash boy's number, or the number of the pneumatic tube, through which, in modern department stores, the money and tickets find their way to the proper cashier, who in some establishments is situated in the basement, in others on one of the upper "office floors," away from the bustle and turmoil of the "bargain counters." On the summary in the back of the book is noted in its proper space the amount of the sale.

Upon receipt of the carrier—which, by the way, bears the same number of the tube, thus obviating the possibility of its being returned through the wrong tube—the cashier, after going over the extensions on the tickets, stamps them, and after noting on the back of the original ticket the amount of sale, returns the whole, with the proper change, to the clerk.

If the goods are to be delivered to the customer and taken away, the clerk hands them with the tickets to the store packer, who, as a rule, is conveniently situated in a so-called "rack" over the sales counter, or, if distantly situated, sends them by cash boy. After examining and comparing the tickets and coupon, and checking off the items, he stamps his number on them, packs the duplicate with the goods and places the original and coupon on his file, or drops them through a slot into a box provided for the purpose.

If the goods are to be "sent," they are sent with the ticket to the delivery department. On their receipt, the coupon is compared with the original and duplicate, stamped, detached, and dropped through a slot in the table into a locked box underneath, from which it is later collected by boys from the auditing department, and serves as evidence that the goods entered the delivery department. The goods with the remaining tickets are then passed to the "packers," who check off the items and pack the duplicate tickets with the goods in a similar manner as when goods are delivered. The package is then passed to the "writer," who addresses it from the original ticket, and after replacing the ticket underneath the card, passes it over to the "examiner's" table. Then the addresses on both package and ticket are compared, and the ticket dropped through a slot into a locked box, to be collected later as with the coupons. The package is then passed to the "route

clerks," by whom it is disposed of in a manner that will be explained under the sub-heading "delivery department."

If the money received is to be placed on deposit, the clerk, after receiving the tickets from the cashier, sends them to the nearest credit desk, where they are compared, and if found correct, are stamped "deposit" across the face of each and numbered. The duplicate ticket is then returned to the clerk to be given to the customer, as a receipt, and from the original, a deposit slip of the following is filled out:

<i>DEPOSIT SLIP.</i>	
No. _____	Date _____
Name : _____	
Address _____	
Department _____	Clerk No. _____
Amount \$ _____	
Remarks _____	
Signed by _____ Credit Clerk.	

After the tickets and coupons have been placed on the file or dropped in the box, the number of the slip, the clerk number, name of customer and amount of deposit are registered in a deposit register, and the slip filed away in an ordinary index file until required.

A similar register is kept in the auditing department, the particulars being obtained from the original tickets as they pass through, and is compared with the register and deposit slips on file at the credit desks.

When the customer desires to "redeem" the deposit, her receipt is produced, or in the event of its being lost, as occasionally will happen, gives her name and address, amount and date of the deposit, from which it is an easy matter to trace the transaction. A new sales check is made out for the articles purchased and the deposit deducted from the amount. The deposit slip is then drawn from the credit desk and attached to the new sales ticket, is sent to the cashier in the ordinary way, and returned—the deposit slip remaining attached until it reaches the auditing department, where the amounts are compared, the deposit slip detached and filed away, and the transaction closed in the register. At the credit desk the transaction is canceled on the register when the deposit slip is drawn.

Where goods are sent C. O. D. or charge, the method is the same, excepting, of course, the nature of the new sales ticket, which in these cases would not be a "cash ticket" and so not requiring a cashier's stamp. The advantage of this system lies in the fact that the transaction is subject to the scrutiny of every person through whose hands it passes—the packer, the writer, the examiner, the check auditor and in cash sales, the cashier.

Quite often a customer desires to purchase articles in various parts of the store. To obviate the necessity of paying for each purchase at every counter she buys at, a "transfer" card is furnished by any sales clerk upon request. An illustration of the transfer card is presented.

When a purchase is made in any department the clerk enters the amount of the sale on the customer's transfer card and makes out her cash sales

tickets in the usual way, but instead of sending them to the regular cashier, sends them together with the goods to the "transfer desk," where they are held until the customer is through purchasing, and calls for them. Each purchase is checked off on the transfer card and the total amount is paid

Customers will please have each clerk from whom a purchase is made, enter the amount on this card

THE BEE HIVE
"NEWARK'S BUSIEST STORE"
BROAD ST., NEWARK, N. J.
TRANSFER CARD

Dept	Clerk	Amount	Dept	Clerk	Amount
1 silks satin velvets			41 house furnish goods		
2 lace net etc			42 linen clothes etc		
3 dress goods etc			43 hand kerchiefs etc		
4 ribbons sashes bows etc			44 electric goods etc		
5 hosiery gloves etc			45 harness robes etc		
6			46		
7			47		
8			48		
9			49		
10			50		
11			51		
12			52		
13					

to the cashier at the desk. The tickets and coupons are returned to the "transfer clerk," who disposes of them and delivers the goods to the customer, as in ordinary transactions, at the same time retaining and filing the transfer card for reference. If the goods are to be sent, they are sent, accompanied by the tickets and transfer cards, to the delivery department, where they are disposed of as in ordinary transactions, and the transfer card filed.

CHARGE AND C. O. D. SALES.

In some few houses the system of making C. O. D. and charge transactions on the same form of ticket still prevails, but in the more advanced establishments the system has proven too cumbersome. Separate "books" are furnished, or, as in some houses, combination books consisting of a certain proportion of each, based on the ratio the transactions bear to each other in that particular establishment. Whether there is any actual saving of time or economy in either method is for the proprietors to decide. Usually the colors of each are different so that they can easily be distinguished from each other. A form of C. O. D. sales ticket is herewith produced.

They are usually made up in pads of 50 or 100. There is no summary in the back of the book, the stub obviating the necessity.

Clerk No. _____		Cash or Tube No. _____	
Name _____			
Address _____ 50			
C.O.D.		Amt of sale _____	
Clerk No. _____		Date _____	
Name _____			
Address _____			
	50		
C.O.D.			
PACKERS COUPON			
Sold by _____		Amt. of Sale. _____	
50			

The "charge ticket" is essentially the same, the only difference being in the color and printing—the letters C. O. D. being replaced by the words "sent or delivered" on the stub and ticket, and on the coupon, the same words being printed at the bottom under the ticket number.

As will be noticed, the tickets are in stub form and, unlike the cash ticket, have no duplicate and no carbon leaf. These classes of transactions are considered of more importance than ordinary cash transactions, and more care is usually exercised in their handling.

In charge transactions, after the particulars of the sale have been noted, together with the clerk number, and name and address of customer, the ticket and coupon are detached from the stub and sent to the "charge stamping room," where a record of all "live" and "O. K." accounts are kept. If the transaction is acceptable, the ticket and coupon are stamped "charge," with the date and the number of the stamping clerk somewhat in this form:

Charge,
April 19, 1899,
No. 6.

They are then returned to the sales clerk. If the goods are to be delivered to the customer and taken away, the customer proves her identity to the floor-walker's satisfaction, and upon his signature on the ticket the goods are delivered. If the floor-walker declines to assume the responsibility, the customer is either referred to the office, or the goods are sent to her address—by special messenger if the occasion is urgent. The packer's coupon is detached by the packer handling the goods and serves as a check upon the goods being delivered. In some houses the customer or messenger ordering the goods is required to sign the charge ticket when goods are taken away.

Where goods are to be sent the tickets and goods are sent to the delivery department, where the coupon is detached at the time of its entry into the department, as a check that it reached there the same as in the case of cash transactions.

C. O. D. transactions are, of course, never delivered to customers to be taken away; they are always sent. The necessity of sending these tickets to the "stamping room" is done away with, and in this lies the advantage of using different tickets for each class of transactions. Under the old system, each ticket found its way to the "stamping room," where they were either stamped "charge" or "C. O. D." Under the present system, only the charge tickets are sent there, and if acceptable, are stamped as previously stated. If not, the ticket is stamped "no account" in bold letters and returned to the clerk, who then makes out a C. O. D. ticket, and sends the goods if the customer has left the counter, or if the customer be present, explains the situation and acts accordingly. In the sending of C. O. D. goods to the delivery department, the same routine as in charge transactions is followed.

Having explained the uses and methods of the different transactions, it may not be amiss to give the "rules and regulations" for their use. The "books" are issued and used on alternate days, for the purpose of checking in the auditing department the books not in use. They are kept by the sales clerks until the last check is used, when upon return of the stub at a credit desk, a new one is issued.

Every check must be accounted for. No check must be destroyed. If accidentally defaced, they must be made void and signed by the floor-walker, who notes on the face the reason for making it void. They are then sent to the main office or to the general cashier's desk, from whence they are sent to the auditing department at the close of each day.

Checks must not be held by sales clerks when goods are not ready for immediate delivery. If a cash transaction, the ticket must be made a "deposit." If a charge or C. O. D., the order must be placed on the department order book and goods sent when ready. If a ticket has already been made out, it must be made void by the floor-walker, as in the case of defaced checks.

Discounts must always be deducted from cash and C. O. D. tickets when claimed by the customer, and the tickets sent to the discount clerk at the main office for approval. On charge tickets the discounting is unnecessary, as it is attended to at the office.

Books must be left with the timekeeper every evening, and the alternate set procured each morning on reporting for business.

These, in brief, are the general rules. As will be seen, the sales clerks are held individually responsible for the use and safe keeping of their "books," while the floorwalkers are held responsible for their supervision.

THE CASHIER'S DEPARTMENT.

Here, around four sides of a room, "from the madding crowd," sit eighteen cashiers—all young women—busily engaged in their various duties, making change, comparing and stamping tickets, going over extensions, etc. Some idea of their work can be formed when it is stated that their average is one thousand cash tickets apiece daily—18,000 cash tickets, and that only on an ordinarily busy day.

Directly in front of each are from eight to twenty double pneumatic tubes, equally divided between "sending" and "receiving" tubes. Each tube is numbered, and the carriers, of which a sufficient number is supplied to

each department, are numbered to correspond, so as to insure their proper return. As each cashier has only certain departments to attend to, equalizing the work as far as possible, this system is preventive of the many errors and confusion incidental to the cash boy system, by tickets going to the wrong cashiers.

Two or three "relief cashiers" are constantly present in the room, whose duty it is to relieve a cashier when occasion calls her away from her desk. At noon hours, the relief force is augmented by the impressment of sales clerks with some experience in cashing. A cashier's stamp of a different design and color is provided for them, so that their tickets can readily be distinguished from the regular cashier's.

Every morning each cashier is provided with a certain amount of change (generally about \$75 and called the "in") to begin the day's business. At certain intervals during the day the surplus in round numbers is collected and receipts given therefor. At the close of the day, each cashier makes up her report and with her "in" and the balance remaining in her drawer, reports to the chief cashier. The report merely notes the date, the number of the cashier, the bills and specie turned in, and the receipts for money collected during the day. The total of each report is entered in the general cash book, and compared with the auditor's report the next day.

THE DELIVERY DEPARTMENT.

A part of the system of this department has been delineated under the sub-headings Cash, Charge and C. O. D. Sales. It only remains to explain the final disposition of the goods and the entries made.

A city and its suburbs are divided into convenient districts, called "routes." A delivery wagon is assigned to each route and the number of deliveries made depend necessarily on the distance of the route from the store, three and sometimes four being made during the day on near-by routes, while two and often only one made on distant routes. Suburban routes are generally covered by wagons permanently quartered, and goods for them are shipped to the nearest express office and from there delivered by the wagon to the purchaser.

Route No. _____		Date: _____		
Delivery _____ AM PM		Driver's Name _____		
Clerk No.	Name.	Address	Collect.	Remarks
1				
2				
3				
4				
5				

After the goods have been examined and packed, address compared, and tickets disposed of, the package is passed to the route clerk and by him placed on the route tables. They are then entered in the "route book" for that route. This "route book" is a book with alternate permanent and perforated detachable pages (the latter called sheets), each couplet bearing the same page number. A carbon sheet is placed between a permanent and a detachable page and the entries made are reproduced at one writing. The illustration gives the form of the detachable "route sheet."

The particulars of the entries are obtained from the package whereon

they have been noted by the "writer." C. O. D. packages are accompanied, by bills for the amounts to be collected. Memorandum bills for "charge" packages are only sent when customers so desire. These bills are of a different color from C. O. D. bills, and have plainly printed across the face, "Do not pay any money to the driver." Paid packages, as has been previously explained, have the duplicate cash tickets inside. The amount to be collected on a C. O. D. package is noted in the "collect" column, the abbreviations "Pd" and "Chg" being noted in the same column for the other packages.

The "route sheet" is given to the driver with the packages. If packages are undelivered for any reason he notes it in the "remarks" column and makes a similar note on the package. On his return to the store, he hands the undelivered C. O. D. package to the proper credit clerk, who signs his initials on the driver's sheet as a receipt for the goods. The other packages he hands to another credit clerk, who likewise signs for them. Then with the money collected he hands in his sheet to the "delivery cashier," who sees that every C. O. D. package has been properly accounted for. The itemized collections are then posted into a cash book, and the total compared with the sheet, after which it is filed away for future reference.

WEDNESDAY APR 6TH 1898.

3 P.M. DELIVERY

Driver No.	Clerk No.	Name	Amount Collected	A-F	G-K	L-R	S-Z
16	21	Arnstein	16				
	1496	Clawson	2367	7	64		
29	703	Maloney		82			
	585	Oscutt		148			
	969	Benedict		1218			
	817	Francis	1517	69			
31	1562	Chauceer (C)	250	250			

Distant suburban drivers ship back their undelivered goods by express, and deposit their collections in a local bank in the name of the firm. A check for the amount, based on his report and route sheet, is then drawn against the account, and the entries made into the cash book as in city packages.

There are usually three or four cash books for each day—one being used for each delivery, and in some houses, an extra one for suburban, or "out-of-town" collections. The form of cash book is as opposite page.

The entries are self-explanatory. The figures to the left of the amounts collected represent the total collections made by the different drivers, and correspond with the totals of their respective route sheets. The letter (C) in the last entry signifies that part of the goods are returned, for which a credit has been passed. The four outer columns represent the various C. O. D. ledgers, but the amounts are only carried into them by the respective bookkeepers for reasons that will be explained under the proper heading.

THE MAIL ORDER DEPARTMENT.

That mail order sales in a modern department store are of some importance may be judged from the expensive illustrated catalogues most of them publish twice a year for distribution among their distant customers. The systems and methods of this department do not essentially differ from those in other lines of trade, but an explanation of them will not be inappropriate in this article.

In this department an ordinary card index record is kept of all persons to whom catalogues are sent, assorted by States, the cards recording the name and address, whether the party has an account or not, the catalogues sent, and finally the numbers of what orders have been received and filled. As an order is received, it is recorded by the mail clerk in either the cash or the charge and card mail order register, stamped with the date of its receipt, the number of the entry, and the amount of cash, if any, accompanying the order.

The ruling of the cash register is as follows:

Date Wed. Apr. 6th 1898

Number	Name	Town	Street	County	State	Amt. Recd.	Credit	Date order filled.

The numbers, of course, are consecutive, but to distinguish the cash from the charge and C. O. D. transactions, a letter is usually prefixed before the number, as A14451, signifying the cash order of that number, and L14451, a charge or C. O. D. transaction. No difficulty is experienced from a similarity of numbers, as one class of transactions would in a short time outnumber the other. The cash received is entered in the "am't rec'd" column and must tally with the cash orders passed. At the close of the day it is turned over to the general cashier, together with the tally slip signed by the manager of the department.

Goods returned are entered in a smaller book, noting the number of the original order, name and address, amount of original order and amount of credit, which in the case of the entire order being returned is often less than the original amount, owing to deductions for postage on the original order or expressage or postage due on the goods returned. A credit slip is made out and placed on file, to be drawn and cancelled when the customer desires other goods, or, in rare cases, to have it refunded, and the corresponding entry in the cash credit register cancelled at the same time.

The charge and C. O. D. register is ruled a trifle differently, the entries taking both sides of the book. On the left hand page are recorded the number of the order, and name and address of the customer as in cash transactions, but no amount is entered for the reason that it can only be ascertained when the order is filled, from the shipping ticket. The right hand page is accordingly ruled as follows:

Date Wed. Apr. 6th 1898 C.H.O. & C.O.D.

6	7	8	9	11	12	13	14

The figures at the head of the columns represent the dates the orders are filled, and in them the amounts are extended from the shipping tickets as they are passed through, and the totals of each compared, after which the shipping tickets are passed to the auditing department, where they are disposed of as will be explained under that heading.

After the orders have been properly entered and stamped, they are assorted into States, and given to the different "analyzing clerks," for analysis and filling. Each analyzing clerk has certain States under her control, and upon receipt of the orders, fills out from them what is known as an "analysis ticket." These tickets are in stub form, and numbered consecutively, each analyzing clerk being supplied with one book of 500 tickets, bearing the respective clerk's number in plain figures at the head. They merely record the number of the order, the department, and on the ruled lines below, a detailed description of the articles desired, obtained from the customer's letter. From them, a "shipping ticket" is made out, noting the number of the order, the customer's name and address, whether cash, charge, or C. O. D., how goods are to be sent, and the articles in an abbreviated form. These shipping tickets are handed to the department shipping clerk and are assorted according to analyzing clerk's numbers into pigeon holes, to await the goods and analysis tickets.

The analysis tickets, after having been filled out as described, are assorted and sent to the different departments, where the orders are filled, and the goods, together with the tickets, returned. The shipping clerk in the department compares the goods and analysis tickets with the shipping ticket and, if correct, sends the goods as directed. If an order is wholly or partly unfilled, the salesman notes on the back of the analysis ticket the reasons, and a "supplementary ticket" is made out and sent to him, to be filled and returned with the goods as soon as they arrive.

The shipping and analysis tickets are sent to the manager of the department and, after comparison, the shipping tickets are passed to the mail clerks to be disposed of as before described and the analysis tickets sent to the auditing department for entry and return. On their return they are checked back with the stubs.

THE CREDIT SYSTEM.

(MERCHANDISE RETURNED.)

As in sales, there are three classes of credits for merchandise returned, viz: Charge, Cash and C. O. D. All establishments have at convenient places on their various floors, desks provided expressly for the accommodation of customers desiring to return goods. In the case of "charge" goods, a merchandise credit ticket is at once made out in a somewhat similar manner to a sales ticket, in that the name and address of the customer and articles returned are recited. In respects other than color and printing these credit tickets are not unlike the charge sales tickets, the exception being that they are loose and have no stub.

The ticket is then entered in a "merchandise returned book," and numbered to correspond with the entry made, the numbers running consecutively and beginning anew each day. The entries occupy both sides of the book, the numbers of the credit, name and address of the customer, description

of articles returned, and total amount of the credit being entered on the one line. In an outer column is a space for remarks, and the signature of the auditing clerk receiving the credit ticket.

The goods and credit tickets are held at the desk until such time in the day as is most convenient to send them to their respective departments, where the department letter or number, the clerk number, and the price of the articles returned, are noted on the ticket. After receiving the clerk's and the section floorwalker's signatures as a check that the goods were actually received in stock, the credit tickets are returned to the desk to be checked off in the book, and the unfinished entries therein completed.

When customers desire goods to be called for, a "call ticket" is issued from one of the credit desks and sent to the delivery department for delivery to the proper driver, who then calls for the goods. On their return, they are passed through a credit office situated in the department in a manner similar to that described above.

The tickets, with the books, find their way to the charge bookkeeper's office, where the tickets are compared with the original charge entries in the ledgers, and, after the ledger pages have been noted thereon, are sent to the auditing department for entry. Such tickets as are not passed by the bookkeeper, are held over to be entered in a separate book, and investigated.

C. O. D. CREDITS.

This class of credit tickets must of necessity always originate in the delivery department for reasons that are evident. The method of their disposal is similar to that described in the case of charge credits, and needs no further explanation.

CASH CREDITS.

Goods that have been paid for are returned in either of two ways, by the customer individually, or on a "call ticket" by a driver. When returned through a driver, a "cash credit ticket" is made out and entered in a book similar to the one used for charge credits, but the disposition of it and the goods returned is somewhat different. Near the close of the day the goods and tickets are transferred to the credit desk located on the same floor as the department from which the goods were originally purchased, and the corresponding book entry signed. The tickets are then entered in a "cash credit register" and after having been sent to the departments with the goods and returned, are sent to the "credit audit clerk" in the auditing department, where they are held until claimed and allowed. The "cash credit register" is an indexed book of somewhat similar ruling as the one described for the entry of charge credits, the difference being in the use of the first and last columns—the first being used for the date of the credit ticket, and the last for the date of its cancellation, in place of number and remarks. Where goods of over \$15 in value are returned by the customer individually, the method is the same except that the credit ticket originates at the desk to which the goods are brought.

When the customer desires to trade the credit out, in the case of a cash transaction, the customer calls at the desk, and a "cash slip" good for that day only is issued for the amount she desires. If for the full amount of the credit, the corresponding entry in the register is cancelled

with the date, but if for only part of the credit the amount and date is noted in the outer column. The "cash slip" notes the date, department, name and address of customer, article, and amount, all of which are obtained from the register. These slips are accepted by any cashier, and at the close of the day are exchanged by them at the main store cashier's office for actual cash.

Where the articles individually returned are below \$15 in value, a different system is adopted. The customer first obtains on the wrapper the price of the article and the number of the clerk from the sales clerk that made the sale at the counter, or, in her absence, from the head of stock. In some houses, the floorwalker's signature or initials are also required. Upon her return with the goods to the desk, the transaction is entered in a book of the following form:

(Stub which re- mains in the book.)	(Credit Ticket placed with the goods)	(Voucher given to the customer)
M 17149	M 17149	M 17149
Dept. _____	M. _____	<div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; width: 40px; height: 20px;"></div> DATE <div style="border: 1px solid black; width: 40px; height: 20px;"></div> </div>
Amount \$ _____		<u>CASH VOUCHER</u>
Issued by _____		This Voucher will be accepted in any part of the establishment at its value if presented when making a purchase.
Date _____		-The Jno H. Smith Company- Void if altered or defaced.

Each book contains 2,500 tickets like the above—five on a page. The letter indicates the book from which the ticket was issued, as well as the desk. As indicated in the illustration, the detached voucher is given to the customer, and is receivable as cash in any part of the house when making a purchase, the only restriction being that amount of purchase must be equal to, or more than the voucher, although in some houses change up to the amount of \$2 will be made if the purchase falls that much short of the voucher. In the small quadrangle on the left of the voucher the amount in even dollars is punched with an ordinary "check protector" as a safeguard, the similar quadrangle on the right having the figures in dollars and cents written within it.

In the auditing department the stub remaining in the book is compared with the credit the following day, and with the voucher when it is traded out. A record is also kept of the total amount of cash vouchers issued and redeemed each day, so that the balance outstanding can be ascertained at any time, and proven by the open stubs in the voucher books. The vouchers received during the day by the various cashiers are turned in to the main floor cashier and exchanged for cash, as in the case of cashier's slips, and appear in the proper disbursement column of his general cash book.

It sometimes happens that a customer desires the amount refunded, not wishing to trade it out. In that case the preliminary routine is the same as in ordinary transactions, and a voucher issued, but instead of being given to the customer it is stamped "refund" and passed to the main floor cashier, who pays out the money on the signature of the store manager or his assist-

ant. If a cash credit has been issued in place of a voucher as has been explained in cases where the articles returned are over \$15 in value, or have been returned through a driver on a call ticket, a separate slip known as a "merchandise refund ticket" is made out and attached to the credit and amount refunded in the same way. Claims for overcharges are treated in a like manner. Claims for cash discounts are refunded on a "discount ticket."

In all the latter transactions the department letter appears on all the different tickets, to enable the auditing department to make the proper debits against them. Each class of cash credits—cashier's slips, vouchers, refunds and discounts—has its proper disbursement column in the main floor cashier's general cash book, and is chargeable through it to the cash sales account in the general ledger. Charge and C. O. D. credits are charged to their respective accounts through the bookkeeper's office as will be explained later.

The auditing department, known under various other names in various establishments, is one of the most important, inasmuch as through it nearly every transaction passes. Reference to it has been made under previous sub-heads, and it only remains to show how the different transactions are disposed of.

AUDITING OF SALES.

Cash Sales.—At convenient intervals during the day, the tickets are collected from the various parcel clerks (or "packers") in the store, and from the delivery department, as has been previously stated. They are then assorted, firstly, into cashiers; secondly, into sales clerk's numbers, and finally into ticket numbers. The tickets of the regular cashiers are then entered under the respective clerk numbers on sheets ruled as in the accompanying illustration:

CASHIER #18

Wednesday April 6th 1898

A Silks & Velvets																		
1	2	3	4	5	6	7	8	Etc										
1.18																		
1.18																		
3.29																		
.65																		
2.49																		
1.89																		
12.16																		
4.14																		
1.89																		
24.14																		
2.16																		
1.14																		
8.16																		
2.93																		
35.13	29.16	18.14	19.36	22.17	47.19													
					21.13													

The tickets of the transfer cashier are entered on a similar sheet, but under department letters for obvious reasons. These tickets are entered the next morning in red ink by the auditing clerks in charge of the regular cashier's accounts under their proper salesclerks' numbers, as shown in the lower portion of the No. 1 column of the illustration. The morning after the day of sale, the entries are checked from the summaries in the back of the sales clerks' books, all errors rectified, and missing tickets, if any, investigated, after which the black ink entries are footed, and a cross total of the department noted underneath as shown in the illustration. The individual

CHARGE AND C. O. D. SALES.

These tickets are collected and assorted in a similar manner to the cash tickets, the C. O. D. tickets, of course, being assorted separately from the charges. They are entered in a book ruled as in the following illustration:

Wednesday Apr. 6th 1898

Charges										Silks and Velvets					Dress Goods									
Total	1	2	3	4	5	6	7	8	Etc.	17	18	19	20	21	Total									
A	11.00	2.75													B									
	3.25																							
	5.12																							
	18.12																							
	37.56	138.25	75.50	19.50	102.19																			
2100.20																								
C.O.D.																								
A	11.00	2.75													B									
	3.25																							
	5.12																							
	18.12																							
	37.56	138.25	75.50	19.50	102.19																			
417.18																								
	53.6	12.70	47.10	18.96																				
Miscellaneous																								
A	1.20		14.5		1.20										B									
			12.5																					
251.00																								

The charge tickets are entered in the first or upper division, and the C. O. D.'s in the second. In the lower division are entered all department and workroom transfers by their ticket numbers only, they not being classed as legitimate sales, and such miscellaneous amounts as are credited to the different departments, such as errors on tickets, etc.

In the morning the entries are checked off from the stubs in the sales clerks' books, and if there are no missing tickets, a check is placed in the space occupied by the clerk number. If there are missing tickets, their numbers and amounts are written in the margin above the clerk number,

LEDGER COPY - D. BALANCE SHEET.

Date: Wednesday April 6th 1898.

Dept.	Misc. Charges										Expense Mail Credits										Misc. Chgs	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
A	120	18.12	14.17	22	116	3.96	72.16	2.10	12.71	6.94							1.20	28.17	7.18			141.63
B																	1.0	1.00	2.00			
C																	1.2	2.20	3.00			
D																	2.0	4.17	17.12			
E																	5.0	1.00				
F																	1.04	1.00	2.17			
G																		7.96	2.16			
H																			.09			
I																			72			
J																			2.00			
K																						
L																						
M																						
N																						
O																						
P																						
Q																						
R																						
S																						
T																						
U																						
V																						
W																						
X																						
Y																						
Z																						
Total																						220.17

thus: 16/12.50, and the books with the missing ticket numbers written on the top ticket, are passed to an "investigation clerk." In a book ruled for the purpose, he enters from the stubs: (1) the department, (2) the clerk number, (3) the ticket number, (4) the name and initials, (5) the address, (6) the nature of the transaction (charge, C. O. D., department or workroom transfer) and (7) the amount. In the outer column (8) he notes the date of its coming through, or such other remarks as may be applicable to the entry. When the ticket comes through, the note made over the clerk

number in the charge and C. O. D. sales record is checked and the entry made on the day of its going through, a check, thus 2.75, denoting it to be a missing ticket of some previous date.

After their entry in the books as already stated, the tickets are assorted according to the various book-keepers' ledgers, and are entered on what are known as "ledger sheets," which are ruled as in the accompanying form.

The tickets are entered by departments on the proper line, one ticket amount in each space; they are then footed across, the totals being placed in the outer column, and the grand total of the sheet at the foot. These department totals are then entered on a summary sheet, and cross-footed, the grand totals being "balanced" with the department totals in the record books. An illustration of the summary sheet is herewith given.

LEDGER BALANCE SHEET SUMMARY

Date 189

	A	Bee	Biouy	Caci	Couy	D. E. F.	G-Ha	EE	EE		Sheet Dep. Totals	Record Dep. Totals	Credits
A													
B													
C													
D													
E													
F													
G													
H													
I													
J													
K													
L													
M													
XX													
YY													
ZZ													
Totals													
Expense													
Mail													
Credits													

After the department totals have been balanced, the summary itself is balanced, to prove the correctness of the individual ledger balance sheets. In their respective columns on the sheets are then entered, the expense charges (i. e., charges for other than regular merchandise, such as expressing, etc.), the mail order charges, and in red ink, the credits, the totals of which are entered at the foot of the summary, after which the sheets are sent to the manager of the bookkeeper's department, and the summary retained for comparison with his report.

In one house, where the volume of business is very large (as many as 8,000 charge tickets and 4,000 C. O. D. tickets having passed through in one day!) the summary sheet is divided in two parts, the totals of one being carried over to the other, and then balanced. In this house, the expense and mail charges, and the credits, are entered on separate smaller sheets in place of the regular ledger balance sheets, which are reserved for store charges exclusively. This obviates the delay incidental to the ledger sheets being "out of balance" with the department totals, and has been found very convenient.

The C. O. D. tickets are handled and balanced in every way similar to the charge tickets, but, of course, on separate sheets and summaries.

MAIL ORDER SALES.

As has been previously stated, these transactions find their way to the auditing department on "analysis tickets" direct from the mail order department. As they have no sales clerks' numbers, they are entered by depart-

The daily totals of the mail order sales are balanced with the mail clerks' reports of shipments made that day, and for record purposes are entered in a separate small summary book, as are the totals of the mail order credits, to enable the firm to see at a glance the volume of their mail order business from day to day. After being balanced, the tickets are returned to the mail order department, where they are verified and compared with their stubs.

A summary of the monthly mail order sales by departments is also kept in a book with other data requiring similar summarizing. The ruling of this summary book is simple, a column for the names of departments being followed by six columns for monthly totals, and a column for the semi-annual total on the left; on the right are six similar monthly columns, then a column for the second semi-annual total, and finally a column for the year's totals. In some houses, all classes of sales are summarized in this way for reference and record.

[illegible]

It is in this book (the "daily mail and store sales record") that the different classes of sales are summarized preparatory to their being transferred to the daily summary sheet. The mail order sales are (obviously) transferred from the book itself, while the cash sales are transferred from the balance reports, and the charge, C. O. D., and miscellaneous sales from the "charge and C. O. D. sales records." The grand totals of the departments in the outer columns are transferred to the summary sheet as stated, after the several columns have been compared and balanced with the cross-total of the book in the case of mail order sales, with the total of the balance reports in the case of cash sales, and with their respective ledger balance summaries in the case of the charge and C. O. D. sales. The miscellaneous

column is balanced from small memorandum slips of the amounts taken from the books by the auditing clerks.

CASH CREDITS.

It has already been explained that there are two kinds of cash credits, viz: cash coupon credits, the coupons of which are given to customers to be used as cash at some future time, and ordinary credits, which are filed away until called for by a customer, or transferred to another account. These latter credits, as already stated, are called for each morning by the cash credit audit clerk, who signs the entry in the book with his initial as a check that he received the credit. These he files away in a cabinet, making no further entry of it except noting the amount in his cash credit record among the credits received. This book is ruled with money columns similar to the cash sales sheets, the first three columns being used for "credits received," and the others in order for (1) cashier's slips, (2) merchandise slips, (3) refunds, (4) accounts, (5) C. O. D.'s, (6) deposits, representing the "credits used." As a credit is called for, an entry under its proper column is made, and at the end of the day the columns are footed, and the totals transferred to a cash credit balance book—a book somewhat similarly ruled, in which a balance is struck at the end of each month, which must agree with the total of the credits on hand in the cabinet file.

With the cash coupon credits a somewhat different system is in use. As previously stated, these credits are sent to the auditing office each morning, where they are assorted into their various books and numbers. They are then checked off with their stubs, and passed to another clerk to be charged to their respective departments, as will be later explained, and by him totalled and balanced with the totals of the stubs. The coupons, as they are "redeemed" by their holders, are similarly checked off with their stubs when they come through. Each day the totals of the coupon credits issued, and the totals of those redeemed, are entered in a coupon balance book, which is balanced at the end of each month with the open stubs in the books.

In some houses, the form of the coupon given to the customer is somewhat different from the illustration previously given, in that it allows "partial redemptions," i. e., purchases made for only a part of the credit coupon held. In these houses, the system as delineated under a previous heading, relating to change below a certain amount, usually \$2, is retained. If the credit balance is over that amount, the amount of the purchase is deducted from the face of the coupon by the cashier receiving it, and for this amount she fills out what is called a "cashier's voucher." On this is recited the credit letter and number, the original amount of the coupon, and the amount deducted from its face. These vouchers are cashed the same as coupons. In the auditing office, their amounts are noted on the stubs of the coupon credit books, and likewise deducted from the original amount. Where this system is used, the balance book consists of four columns, the first being used for merchandise returned, and the second and third, under their respective headings, for the credit coupons and cashier's vouchers redeemed. In the outer column is noted the total redemptions. The book is balanced at the end of each month in the same way to that previously stated.

CHARGE AND C. O. D. CREDITS.

As has been previously stated, these classes of credits are received from

[illegible]

MISCELLANEOUS CREDITS.

MANUFACTURES AND PURCHASES.

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amount of each ticket (several items often appearing on one ticket) is entered into what is known as the "manufacturing analysis," by workrooms and departments, as shown in the accompanying illustration:

LEFT										RIGHT									
Wednesday Apr 6 th 1898										Wednesday Apr 6 th 1898									
Manufacturers Etc										Manufacturers Etc									
Tailoring Workroom										Dressmaking									
ZZ	27																		
1914	898																		
1917	459																		
929	718																		
4060	7071	4819	11217						23467										
Lighting Etc										Summary									
Fu										Mfg									82316
9817										F	12716		A	1219					
1119										T	1828		D	714					
1112										A	11877		F	38					
11048	8920	2817							22783	L	8572		I	1817					
										M	2896		Zz	182					
										R	14728			1200					
										T	15916		WRA	800					
										Z	21719			2838					
										Fu	22785								
										Du	55917								
										ZZ	23467								
											32516								

The headings, etc., are written and spaced as occasion may require. The grand total of each department (for it must be understood that some departments receive manufactures from several workrooms) is transferred to the summary on the right, and balanced with the grand total of the workrooms as shown. In this book, as will be seen, the departmental and workroom cash purchases are also entered for convenience. The entries are obtained from the cash purchase slips after they have been balanced with the chief cashier's report. These totals are then transferred to the "purchase summary," as are the totals of the outside credit purchases from the summary received from the purchase bookkeeper's office after having been balanced with their journals, as explained previously. The form of the purchase summary is herewith given:

SUMMARY OF PURCHASES Thursday Apr 7, 1898

	From Purchase Ledgers		Cash		Manufactures		Total Net
	(Purchases, Returns)						Purchases
A Silke and Velvete	2501 49	98 50	14 17				2417 16
B	904 02		95 16				999 18
C	1418 82	710 15	8 19				716 86
D							
E							
F							
G							
H							
I							
K							
L							
M							
N							
XX							
YY							
ZZ Mens & Boys Clothing	1298 15	188 96	114 18		216 56		1429 83
Manufacturing Departments							
1 Underwear							
2 Mens & Boys Clothing							
General Expense							
Totals	2870 18	217 25	397 25		2129 17		29129 36

As is shown, the "returns" column is deducted from the other three columns, and the resulting net total is extended in the outer column, and later transferred to the sales and purchase summary. When the returns

exceed the gross purchases, the net difference is carried out in red ink.

SUMMARIZING.

The sales from the "daily mail and store sales record," and the credits from the credit book, as previously stated, are transferred to a daily sum-

SALES AND PURCHASES, Thursday Apr 7th 1898.

	Gross Sales	Credits	Net Sales	Net Purchases
A Silks & Velvets	2114 86	116 19	1998 77	2417 16
B Dress Goods	817 14	89 24	727 90	999 18
C Laces	1994 80	126 74	1868 12	710 86
D				
E				
F				
G				
H				
I				
J				
K				
L				
M				
N				
O				
P				
Q				
R				
S				
T				
U				
V				
W				
X				
Y				
ZZ Men's and Boys' Clothing				1429 93
Manufacturing Department				
1 Underwear				
2 Men's and Boys' Clothing				
General Expense				
Totals	49192 19	7128 93	41063 24	29129 35

mary sheet, known as the "daily sales and purchases summary," the form of which appears in the above illustration.

The credits are deducted from the gross sales, and the net totals extended in the "net sales" column as shown, after which the net purchases are transferred from the purchase summary to the outer column.

After the sheet has been properly balanced, the net sales are entered in a "comparison sales record." This book is divided in such a way that all the department sales for any one month are together, which makes the entries and the taking off of abstracts very convenient. For example: Supposing there were 72 departments in the establishment, there would be 72 pages for January, one for each department, followed by an equal number of pages for February, and so on for the twelve months of the year.

Following the 72 pages of the last month are twelve total summary pages for the daily grand totals by months, and immediately following these are 72 "quarterly summary" pages for the departments, and one for the grand totals.

The ruling of the twelve pages for the daily grand totals of net sales is similar to the first illustration, and the "quarterly summary" of the monthly grand totals is ruled similarly to the second. The number of years such a book can be used is, of course, only limited by the number of columns on a page, but it has been found that ten years is quite sufficient, owing to the wear and tear of daily handling.

Footings are made and abstracts of comparison with the previous year, or the previous best year, are taken as often as may be found desirable—every five days, generally.

A "purchase comparison" is kept in a similarly ruled book, the entries being made from the purchase summary. When a "sales and purchase

comparison" is called for at any time during the month, it is taken off on an ordinary four-column sheet similar to the daily sales and purchases summary previously described, the first two columns being used for purchases, and the other two for sales, the net totals being obtained from the two books mentioned.

After entry in the "comparison" book, the summary sheet is entered in detail in the department stock ledger, as will be shown later.

DAILY REPORTS.

A report for each day's business is sent to the general book-keeper for final entry on a form ruled as in the next illustration:

AUDITOR'S REPORT			
DATE	May 17 th	1898	
Store Cash Sales	Cashier	Mdcs	
Cashier's Sales Cash	217 08	232 15	25
Cashier's Credits Cash	819 43		
Merchandise Returns	102 19		
Cash Discounts	37 28		
MOD Returns	42 29		
Cash Purchases	218 28		
Countersigned by			
R.C. Brown Mgr. Audit Dept			
MOD Cash Sales	387 29		
Credits & Discounts	24 16		
Net		479 13	
Countersigned by			
L. G. Lusk Mgr. MOD Cash			
Store & MOD Charge Sales	285 37	72	
Credits & Discounts	71 92		
Net		213 45	
Countersigned by			
A.C. Bickel Mgr. Pkng. Dep			
COD Sales	84 78		
Credits & Discounts	110 19		
Net		74 59	
Countersigned by			
H.A. Freeman Mgr. COD Dep			
Purchases	100 00	100 00	
>Returns	100 00		
Net	100 00	100 00	
Countersigned by			
R.C. Brown Mgr. Audit Dept			
Net	262 57	262 57	
SIGNED	R.C. Brown	AUDITOR	

In the first division appears the report of the merchandise sold for cash, and for memorandum purposes, the amount of cash reported by the chief cashier as received against it. In the same division appears also other cash items that have been audited in this department. These are compared by the chief book-keeper with the chief cashier's report, through which they are charged against the proper account. This division, as will be seen, is countersigned by the manager of the department.

In the second division the report of the mail order cash sales for the day is entered. The amount extended in the outer column is practically the amount of cash received, and must balance with the corresponding item on the chief cashier's report. The gross amount shown is the total of cash orders received during the day, the "credits and discounts" being the items claimed by the customers ordering goods, and standing to their credit on the books. This division is countersigned by the mail order cashier making the report.

The third division is the report of the corrected merchandise charges, credits and discounts entered that day on the customers' charge ledgers, while the fourth division represents the same items posted into the C. O. D. ledgers. As shown, they are countersigned by the managers of those departments. In the last division appears the statement of purchases as taken from the day's summary sheet of purchases and returns. When completed, the report is sent to the chief book-keeper for final entry.

DEPARTMENT AND WORKROOM TRANSFERS.

Transfers of goods from one sales department to another, or from a sales to a manufacturing department, or "work-room," as they are called, are made out on ordinary charge sale tickets by the sales clerk from whom the goods are obtained. As has been previously stated, the ticket number only is entered in the lower division of the charge and C. O. D. sales record for checking purposes. They are afterwards assorted separately, and the "department transfers" entered on a sheet ruled as in the following illustration:

DEPARTMENT TRANSFERS ANALYSIS.

Month of April 1898.

[illegible]

As some goods are transferred at their actual cost and others at their selling price, the "department discount," whatever it may be, is usually deducted from the latter transactions on the face of the tickets, so as to reduce them to their approximate cost. They are then noted in their proper department spaces, the department transferring the goods receiving credit in red ink in the right-hand column, and the department receiving the goods being charged in black ink in the left-hand column. As a proof, the total of each days' transfers is entered in the "proof" column, and balanced with the gross totals at the end of the month. The net totals, or differences, are carried to the outside column, surpluses of credits in red ink, and charges in black ink, after which they are transferred to the department stock ledger. This system is convenient where transfers of goods from one department to another are of frequent daily occurrences, the word "transfers" being here used in its literal sense, whether the transfer be a spool of cotton, or 1,000 yards of silk. In a similar establishment, where the transfers would not probably exceed ten or fifteen a day, separate entries of each transfer could be made daily into the department ledger in two extra columns—one for credit, and the other for debit transfer.

The transfers to the manufacturing departments, or "workroom house purchases," are handled somewhat differently, in that, owing to the large number of them passing through daily, they are charged to the workrooms at the selling price, as has been previously placed under manufacturing de-

partments. It has also been shown there how these prices are brought back to the approximate cost by the deduction of the "manufacturing discount" from the face of the manufacturing tickets when the goods are made up. It only remains to show how the various sales departments receive their proper credit for them.

After they have been assorted into workrooms, they are entered on a sheet ruled as in the following illustration:

WORKROOM TRANSFER ANALYSIS
Manufacturing Department House Purchases.
Date _____ 189__

	Chgs.										Credits										Totals	
	1916	1412	188	48							2117	A	B	F	I	N	XX				Charges	Credits
1																					3579	2117
																					48216	2916
2																						
4																						
5																						

The "money columns" are standard ruling, the ruling dividing the workrooms, and the lettering and numbering being done by the clerk analyzing the tickets. The charges are ordinarily entered in pencil and the credits in red ink, and their totals carried in their respective outer columns. These department totals are then entered in the "analysis summary," a book ruled as are the cash sales sheets, with twenty or more columns. To better illustrate the methods employed, the form, entries, and "figuring" done at the end of the month is shown.

The net totals of the departments of each workroom are then entered in a summary book, from which the grand totals of the departments are transferred to the department ledger. Having now examined in detail all the essential material that goes to make up the department stock ledger, we will proceed to the examination of the book itself.

THE DEPARTMENT STOCK LEDGER.

As has been previously stated, the daily summary sheets of sales and purchases are entered in this book in detail each day, and at the end of the month the totals of the workroom and departmental transfer separately. The ledger is divided into departments, twelve pages—one for each month—being given to each. At the close of the month the approximate inventory of each department is figured in the outer margin as shown in the following illustration.

The illustration given is of the "short form" of ledger. Where the

transfers are entered daily, two extra columns are provided between the "net purchases" and "gross sales" for the entries, the first being headed "transfers from" and the second "transfers to," a narrow marginal column

8 MILLINERY CHARGES																
Date	A	B	C	D	E	F	G	Etc	Etc							Total
Feb 1	142	100	417	918	1464											3041
2	2516	1914				1819										6049
3	119	18	125		910	10										2172
4		15			119	415										3234
5	415		1619	846	415	1092										4072
31	1810	918	18		410											3160
	4808	4448	3379	1983	3199	3911										21728
--- CREDITS ---																
Feb 1	142															142
3		18														18
5			1619	473		1819										3911
31		1915			493											2408
	142	1933	1619	473	493	1819										6479
	4808	2515	1700	1510	2700	2092										15249
10%	699	378	284	226	406	314										2285
Net	3967	2139	1406	1284	2300	1778										12964

being provided on the left of each of the above columns for the letter of the department from or to which the transfer is made. The summary on the right is modified accordingly. In the illustration the net debit transfers are shown. The debits are entered in black ink and added, and the credit transfers in red ink and deducted.

A SILKS AND VELVETS																
Net Purchases		Gross Sales		Returns		Net Sales										
Jan 1																
2	3919 88		4217 29		316 27	3701 02										
3	6241 7		2529 57		217 48	2311 89										
4																
5																
6																
7																
8																
9																
10																
12																
13																
14																
15																
16																
17																
19																
Etc																
31																

As may be inferred, absolute accuracy in the figuring of the inventories is essential. In order to secure this, they are figured by an assistant at the same time on what is called the "balance proof sheet," which is ruled in the next illustration. The figures for this sheet are obtained from the several books in use—sales and purchases from the comparison books previously mentioned, and the transfers from the same sheet and book referred to as being transferred to the ledger. The comparing of the individual inventories of the sheet with those of the book, and the final balancing of the sheet itself proves the accuracy of the work beyond dispute.

STOCK LEDGER PROOF BALANCE — January 1898 —

	%	Inventory Jan 1st	Net Purchases	Dep Transf	Totals	Wkthrm Trn	Net Totals	Sales	Percentage	Net Sales	Inventory Feb 1
A Silks & Velvets	20	102220	68186	381728	17823257	39719	17823257	7257614	1447223	17823257	12023247
B Dress Goods	22										
C											
D											
E											
F											
G											
H											
I											
J											
K											
L											
M											
N											
O											
P											
Q											
R											
S											
T											
U											
V											
W											
X											
Y											
Z											
Totals		102220	68186	381728	17823257	39719	17823257	7257614	1447223	17823257	12023247

Comparison statements are made each month of the department inventories and sales as compared with the previous year on an ordinary four column sheet similar to the daily sales and purchases summary. At the end of the year, after the new inventories have been figured out, a statement of the year's business with comparisons is made on a form ruled as below.

In the first column appears the approximate inventory as taken from the department stock ledger, and in the second the true inventory figured down to its approximate cost as previously stated. The succeeding columns are, in a measure, self-explanatory.

—1898—
ANNUAL STATEMENT.

Department	Inventory Ledger	Dec 31 '98 Actual	Sales 1897	Sales '98	Inch. Decr.	Gross Prof. 1897	Gross Prof. 1898	Percentage 1897 1898 Fctd Actual	Stock Turned
A Silks & Velvets	11160943	11123060	48692148	44723167	9.2	8701619	8908768	20.20120188	4.0
B Dress Goods									
C Laces									
D									
E									
F									
G									
H									
I									
J									
K									
L									
M									
N									
O									
P									
Q									
R									
S									
T									
U									
V									
W									
X									
Y									
Z									
Totals									

The system of department percentages delineated admits of an ingenious method of figuring the gross profit of each department. To properly illustrate the method, we will suppose, by way of example, that the ledger account and statement of a certain department shows the following facts:

Actual inventory, Dec. 31, 1897..... \$106,229 12
 Actual inventory, Dec. 31, 1898..... 111,250 90
 Ledger inventory, Dec. 31, 1898..... 111,609 43
 Total net purchases and transfers for the year 362,965 17
 Total sales 447,031 07
 Department "percentage" 20%

The ordinary method of figuring the profit would necessarily require reference to the other books to obtain some of the above facts, and would proceed as follows: To the actual inventory Dec. 31, 1897, \$106,229.12, would be added the total net purchases and transfers, \$362,965.17, making a total of \$469,194.29. Then to the actual inventory on Dec. 31, 1898, \$111,250.90, would be added the year's sales, \$447,031.07, making a total of \$558,281.97, from which the total purchases and inventory, \$469,194.29, would be deducted, the difference being the gross profit, \$89,087.68.

The "new" method is based on the figures in the statement alone, and does not require reference to other books. As stated above, the department percentage is 20 per cent. It naturally follows then that had the department made its percentage, the actual inventory would be identically the same as the ledger inventory, or \$111,609.43. The actual inventory, \$111,250.90, therefore, shows a shortage of \$358.53 on the estimated profit of \$89,446.21 (20 per cent of sales), which being deducted therefrom, give the true profit, \$89,087.68—the same as by the ordinary method, but in less than half the time. If the difference between the actual and ledger inventories were a surplus, it would, of course, be added to, in place of being deducted from, the estimated profit. Having found the actual money profit, the percentage of profit to sales is easily figured.

In the column headed "increase or decrease" is noted the percentages of increase in sales over the previous year in black ink, and of decrease in red ink. In the last column is noted the number of times the department turned its stock, which is arrived at by adding the twelve monthly approximated inventories together and dividing the total by 12, the resulting average being divided into the total sales for the year.

An inventory of the materials on hand in the manufacturing departments is, of course, taken at the end of each year as with the sales departments. The inventory at the end of each month is approximated by adding the "house" and "outside" purchases to the previous inventory, and deducting therefrom the materials used as shown by the manufacturing cost journals previously illustrated. The gross profits of a manufacturing department is arrived at in a somewhat similar way to that of a sales department—by adding the surplus or deducting the deficit between the actual and the approximated inventory to the manufacturing percentage. By finding the difference between the labor charged to the departments on the manufacturing tickets as shown by the same cost journal, and the actual amount paid out for labor, the true net profit is easily found. All these data are incorporated in the annual statements emanating from the auditing department.

MISCELLANEOUS AUXILIARY BOOKS.

There are several miscellaneous books, more or less statistical, in use in this department, but only the most important will be here noted. Probably the first in importance is the "individual sales record"—a complete record of each clerk's sales while in the employ of the establishment. The data is obtained from the cash sales sheets and the charge and C. O. D. sales records, the total daily sales of each clerk being entered in even dollars on specially ruled sheets, the cash sales on one, and the charge and C. O. D.

Chgs. & C.O.D's. Week ending Jan. 8th 1898
SILKS AND VELVETS

[illegible]

SILKS AND VELVETS.

No notice is taken of merchandise returned, as it is recognized that they are, proportionately to the sales, alike to each sales clerk. Another reason is that in a large establishment it is often impossible to ascertain which clerk originally sold the goods except by tracing back to the original transaction, the data of which, in a great many cases, is only indefinitely remembered by the customer. Of course, in the case of charge and C. O. D. credits, they can and are traced back for the purpose of authenticating the credit tickets, through the ledgers, but in cash transactions this is well nigh impossible.

Another book in use is the "reduction record," in which is entered the totals of each "reduction slip" as it comes through. The reduction slips

record in ruled columns (1) the number of the article, (2) the quantity, (3) the name of the article, (4) the cost when obtainable, (5) the selling price before the reduction, and (6) the reduced price. In two outer columns the two latter items are figured out and totalled, and from them the total net reduction of the slip figured. The slips are then numbered (the numbers beginning and ending with each year), and entered in the ruled columns of the book on the proper department page as follows: (1) the date of the slip, (2) its number, (3) the total of the selling prices before the reduction, (4) the total of the reduced prices, and (5) the total net reduction of the slip.

There are several other books kept, among which is a "foreign purchases summary book," a "weekly workroom labor and salary summary," etc., but as they possess no special importance, being more or less statistical, and are used as those mentioned—for reference purposes only—they can well be passed over.

From the resume here given, the importance of this department in the general accounting system of a modern department store can well be appreciated.

* * *

It is in the "charge and C. O. D. department" that the accounts of customers, both charge and C. O. D., are kept. As has been shown in the description of the auditing department, the preliminary assorting of the tickets into the various ledgers has already been done before they reach this department, the charges and C. O. D.'s of course separately. It has also been shown there that they are handled somewhat similarly as regards their "balancing" with the department total in the "charges and C. O. D. records," and their summarizing, but there their similarity ends. While both classes of accounts are kept in this department, the systems are quite different from each other, and will therefore be taken up separately.

CHARGE ACCOUNTS.

In large establishments of this kind, handling up to eight thousand charge sales a day, and having a clientele of some twenty-six thousand charge customers, the system of accounts must of necessity be radically different from those in use in ordinary mercantile enterprises, especially those of a wholesale nature. Such a thing as the use of journals or sales books for the preliminary entry of charges and credits is absolutely unknown—direct entry from the original tickets into the ledgers being made. The saving of time and clerk hire thus gained can easily be appreciated.

The tickets are first taken by boys and "vowelized," i. e., assorted in index form, and the ledger pages noted thereon by them from the ledger indexes, after which they are handed to the bookkeepers. The credit tickets, as has been previously stated, have had their ledger pages already noted thereon by the bookkeepers themselves, as they were verified by them previous to being sent to the auditing department for audit and entry. These tickets, after their receipt from that department, are assorted in a similar manner. Tickets that have been assorted in the wrong ledgers by the auditing department are folded in half and placed on the top of the package, to be transferred to the proper ledger by the bookkeeper, as will be explained later.

THE CASH BOOKS.

The payments made by customers in settlement of their accounts are made in either of three ways—at the store in person, to collectors, or by mail. For this reason there are two cash books, the “Store Payment Book,”

STORE PAYMENTS Wed Feb 16th 1898

[illegible]

which includes also payments made to collectors, kept by the assistant chief cashier, who is generally situated on the main business floor of the establishment, and the "Mail Payment Book," kept by the mail cashier. As a rule, books for alternate days are in use by each, so that while one of each is being posted from by the book-keepers, the others are in use at their respective cashiers' desks. For convenience and to obviate unnecessary delays in the posting, two books are used by each cashier, one recording all payments of ledger accounts A to K, shown in the accompanying illustration, and the other all payments of ledger accounts L to Z, with an extra column for express C. O. D. collections.

The mail payments are recorded in a similar book. The payment made is first extended in the "amount" column, and later in the proper ledger column. At the end of the day the ledger columns are footed and balanced with the amount column, the total of which is recorded in the general cash book to the credit of "charge payments."

THE CHARGE LEDGERS.

The ledgers in use are "double account, three-column, balance ledgers," the ruling of which is given in the accompanying illustration. Each ledger contains from 1,200 to 1,500 accounts, arranged alphabetically according to their indexes, a number of pages after each vowel being left blank for the accommodation of any new accounts that may be received after the ledger has been opened. The entries are made as in the illustration, as many items

J.C. Brown		Louis T. Downing	
222 Broad St		245 North 13th St	
1000	3 Pines 2500	1000	3 Pines 2200
1001	3 Pines 2500	1001	3 Pines 2200
1002	3 Pines 2500	1002	3 Pines 2200
1003	3 Pines 2500	1003	3 Pines 2200
1004	3 Pines 2500	1004	3 Pines 2200
1005	3 Pines 2500	1005	3 Pines 2200
1006	3 Pines 2500	1006	3 Pines 2200
1007	3 Pines 2500	1007	3 Pines 2200
1008	3 Pines 2500	1008	3 Pines 2200
1009	3 Pines 2500	1009	3 Pines 2200
1010	3 Pines 2500	1010	3 Pines 2200
1011	3 Pines 2500	1011	3 Pines 2200
1012	3 Pines 2500	1012	3 Pines 2200
1013	3 Pines 2500	1013	3 Pines 2200
1014	3 Pines 2500	1014	3 Pines 2200
1015	3 Pines 2500	1015	3 Pines 2200
1016	3 Pines 2500	1016	3 Pines 2200
1017	3 Pines 2500	1017	3 Pines 2200
1018	3 Pines 2500	1018	3 Pines 2200
1019	3 Pines 2500	1019	3 Pines 2200
1020	3 Pines 2500	1020	3 Pines 2200
1021	3 Pines 2500	1021	3 Pines 2200
1022	3 Pines 2500	1022	3 Pines 2200
1023	3 Pines 2500	1023	3 Pines 2200
1024	3 Pines 2500	1024	3 Pines 2200
1025	3 Pines 2500	1025	3 Pines 2200
1026	3 Pines 2500	1026	3 Pines 2200
1027	3 Pines 2500	1027	3 Pines 2200
1028	3 Pines 2500	1028	3 Pines 2200
1029	3 Pines 2500	1029	3 Pines 2200
1030	3 Pines 2500	1030	3 Pines 2200
1031	3 Pines 2500	1031	3 Pines 2200
1032	3 Pines 2500	1032	3 Pines 2200
1033	3 Pines 2500	1033	3 Pines 2200
1034	3 Pines 2500	1034	3 Pines 2200
1035	3 Pines 2500	1035	3 Pines 2200
1036	3 Pines 2500	1036	3 Pines 2200
1037	3 Pines 2500	1037	3 Pines 2200
1038	3 Pines 2500	1038	3 Pines 2200
1039	3 Pines 2500	1039	3 Pines 2200
1040	3 Pines 2500	1040	3 Pines 2200
1041	3 Pines 2500	1041	3 Pines 2200
1042	3 Pines 2500	1042	3 Pines 2200
1043	3 Pines 2500	1043	3 Pines 2200
1044	3 Pines 2500	1044	3 Pines 2200
1045	3 Pines 2500	1045	3 Pines 2200
1046	3 Pines 2500	1046	3 Pines 2200
1047	3 Pines 2500	1047	3 Pines 2200
1048	3 Pines 2500	1048	3 Pines 2200
1049	3 Pines 2500	1049	3 Pines 2200
1050	3 Pines 2500	1050	3 Pines 2200
1051	3 Pines 2500	1051	3 Pines 2200
1052	3 Pines 2500	1052	3 Pines 2200
1053	3 Pines 2500	1053	3 Pines 2200
1054	3 Pines 2500	1054	3 Pines 2200
1055	3 Pines 2500	1055	3 Pines 2200
1056	3 Pines 2500	1056	3 Pines 2200
1057	3 Pines 2500	1057	3 Pines 2200
1058	3 Pines 2500	1058	3 Pines 2200
1059	3 Pines 2500	1059	3 Pines 2200
1060	3 Pines 2500	1060	3 Pines 2200
1061	3 Pines 2500	1061	3 Pines 2200
1062	3 Pines 2500	1062	3 Pines 2200
1063	3 Pines 2500	1063	3 Pines 2200
1064	3 Pines 2500	1064	3 Pines 2200
1065	3 Pines 2500	1065	3 Pines 2200
1066	3 Pines 2500	1066	3 Pines 2200
1067	3 Pines 2500	1067	3 Pines 2200
1068	3 Pines 2500	1068	3 Pines 2200
1069	3 Pines 2500	1069	3 Pines 2200
1070	3 Pines 2500	1070	3 Pines 2200
1071	3 Pines 2500	1071	3 Pines 2200
1072	3 Pines 2500	1072	3 Pines 2200</

on a line as possible. The charges are written in black ink and extended in the first column, and the credits and cash in red ink in the second column, but never on the same line with the charges or with each other. The charges being entered first, and the credits and cash afterwards, no inconvenience is occasioned by the changing of pens.

Itemized statements of the accounts for the month are in the hands of customers as soon after the 1st as the mails can carry them. Obviously, the

making out of the statements cannot be deferred until the close of the month, owing to the large number of accounts, as well as the quantity of tickets handled. For this reason each charge book-keeper has an assistant (known as a "bill clerk"), whose duty it is to enter the tickets on the statements immediately after their entry in the ledger, and to render such other assistance as occasion may require.

The statements used have triple column ruling, the same as the ledgers, but only one item is recorded on a line. In other respects the entries are the same. The ledger folios of the accounts are written at the top of the statements, and they are kept in their regular order, as indicated by them, making the entry of subsequent items as convenient as in the ledger. As stated, the entries are made direct from the tickets in their regular order as they are posted in the ledger. To avoid possibility of errors, they are compared with their ledger accounts from time to time during the month, as may be convenient.

EXPRESS C. O. D.'S.

For the reason that payments received on account of goods sent C. O. D. by express are, as a rule, "deferred payments," occasioned by the time necessarily required for the collections to be made and returned, this class of transactions is, for convenience, treated and classed as a part of the charge accounts. Apart from the form of and entries in the ledger, which is somewhat similar to the C. O. D. ledger described under that heading, the general system is similar to the charges, and no special treatment of the subject is required.

EMPLOYEES' ACCOUNTS.

Most houses allow purchases to be made by their employees to be charged against and deducted from their salaries at the end of the week. A very convenient form of ledger for this class of accounts is herewith given:

EMPLOYEES PURCHASES WEEK ENDING Feb'y. 19th 1898.

Time or Clerk No.	Name	Monday 14	Tuesday 15	Wednesday 16	Thursday 17	Friday 18	Saturday 19	Total
2817	Spencer C.F.	1.19						1.19
142	Mitchell O.J.	3.20					1.00	4.20
819	O'Connor J.		1.80	15				1.95
1217	McCue F.		58		28		18	1.05
42	Closson A.					36		36
96	Littlefield V.				16			35
2219	Boland L.M.					95		95
1468	Maher D.F.	1.28				28		1.56
3128	Foshee AT		42					42
1519	Smith O.D.							2.00
285	Dankin F.							1.60
1817	Grant L.T.							1.00
	Totals	5.67	2.80	2.15	2.24	2.59	1.18	16.63

In the illustration, no particular attention has been paid to the placing of the accounts in their proper order, as they should be, but in practice the charge tickets are assorted numerically according to their purchasers' time (clerk) numbers, and entered in successive order the first day. On the succeeding days they are similarly assorted, but, to avoid repetition, the entries of the previous days are scanned, and the subsequent purchases, if any, extended on the same line in the proper day column, and new "accounts" opened for the new names. At the end of each day a line is ruled under the last entry, and the footing of the day's entries noted under it in pencil, which

is balanced with the auditor's "ledger balance sheet," similarly to the balancing of the customers' ledgers. At the end of the week a ruling is brought across the page under the last entry and the totals brought down and balanced with the total of the extensions in the outer column, after which the book is sent to the salary office to be "charged off."

As a rule, purchases by employees are confined to certain hours during the day, generally the opening hour in the morning. Charge purchases, for certain obvious reasons, are not allowed on the last day of the week, except in rare cases, upon the signature of the store manager on the ticket.

The return of goods purchased by employees is generally discouraged, but when done, evidence that they have been paid for is essential before proper credit can be given. As shown in the illustration, no credit column is provided, and none should be. Every entry is charged against and deducted from the purchaser's salary. Upon the return of goods, the date of the original purchase is obtained, from which data the transaction is easily traced. If the purchase has been properly paid for, a "cash credit" is issued, and thereafter the transaction is treated similarly to the ordinary customer's cash credits, previously explained. Of course, entries of cash purchases made by employees are not entered in this ledger, the method employed, beyond some minor restrictions as to the delivery of the goods, being the same as with customer's cash sales. Having illustrated the forms and methods of the original entries of the several transactions, their balancing and proof are next in order.

DAILY PROOF BALANCES.

As will have been noted in the illustration of the customers' charge ledger, the individual items of each ticket are posted. In the express C. O. D. ledger, as well as the employees' ledger, only the total amount of each ticket is entered, but aside from some unimportant modifications, the method of balancing here described is the same.

As each separate ticket is posted, its total is entered on a "ledger proof sheet," the face and reverse sides of which appear in the next two illustrations.

LEDGER A Bacc PROOF SHEET April 17 th 1898												(PAGE OF SHEET)	
Charges						Credits						Cash	
Bin	Ticket	Total	Bin	Ticket	Total	Bin	Ticket	Total	Bin	Ticket	Total	Bin	Amount
1	10	200				10	200	200				10	200
2	10	100				20	200	200				20	200
3	10	100				30	200	200				30	200
4	10	100				40	200	200				40	200
5	10	100				50	200	200				50	200
6	10	100				60	200	200				60	200
7	10	100				70	200	200				70	200
8	10	100				80	200	200				80	200
9	10	100				90	200	200				90	200
10	10	100				100	200	200				100	200
11	10	100				110	200	200				110	200
12	10	100				120	200	200				120	200
13	10	100				130	200	200				130	200
14	10	100				140	200	200				140	200
15	10	100				150	200	200				150	200
16	10	100				160	200	200				160	200
17	10	100				170	200	200				170	200
18	10	100				180	200	200				180	200
19	10	100				190	200	200				190	200
20	10	100				200	200	200				200	200
21	10	100				210	200	200				210	200
22	10	100				220	200	200				220	200
23	10	100				230	200	200				230	200
24	10	100				240	200	200				240	200
25	10	100				250	200	200				250	200
26	10	100				260	200	200				260	200
27	10	100				270	200	200				270	200
28	10	100				280	200	200				280	200
29	10	100				290	200	200				290	200
30	10	100				300	200	200				300	200
31	10	100				310	200	200				310	200
32	10	100				320	200	200				320	200
33	10	100				330	200	200				330	200
34	10	100				340	200	200				340	200
35	10	100				350	200	200				350	200
36	10	100				360	200	200				360	200
37	10	100				370	200	200				370	200
38	10	100				380	200	200				380	200
39	10	100				390	200	200				390	200
40	10	100				400	200	200				400	200
41	10	100				410	200	200				410	200
42	10	100				420	200	200				420	200
43	10	100				430	200	200				430	200
44	10	100				440	200	200				440	200
45	10	100				450	200	200				450	200
46	10	100				460	200	200				460	200
47	10	100				470	200	200				470	200
48	10	100				480	200	200				480	200
49	10	100				490	200	200				490	200
50	10	100				500	200	200				500	200
51	10	100				510	200	200				510	200
52	10	100				520	200	200				520	200
53	10	100				530	200	200				530	200
54	10	100				540	200	200				540	200
55	10	100				550	200	200				550	200
56	10	100				560	200	200				560	200
57	10	100				570	200	200				570	200
58	10	100				580	200	200				580	200
59	10	100				590	200	200				590	200
60	10	100				600	200	200				600	200
61	10	100				610	200	200				610	200
62	10	100				620	200	200				620	200
63	10	100				630	200	200				630	200
64	10	100				640	200	200				640	200
65	10	100				650	200	200				650	200
66	10	100				660	200	200				660	200
67	10	100				670	200	200				670	200
68	10	100				680	200	200				680	200
69	10	100				690	200	200				690	200
70	10	100				700	200	200				700	200
71	10	100				710	200	200				710	200
72	10	100				720	200	200				720	200
73	10	100				730	200	200				730	200
74	10	100				740	200	200				740	200
75	10	100				750	200	200				750	200
76	10	100				760	200	200				760	200
77	10	100				770	200	200				770	200
78	10	100				780	200	200				780	200
79	10	100				790	200	200				790	200
80	10	100				800	200	200				800	200
81	10	100				810	200	200				810	200
82	10	100				820	200	200				820	200
83	10	100				830	200	200				830	200
84	10	100				840	200	200				840	200
85	10	100				850	200	200				850	200
86	10	100				860	200	200				860	200
87	10	100				870	200	200				870	200
88	10	100				880	200	200				880	200
89	10	100				890	200	200				890	200
90	10	100				900	200	200				900	200
91	10	100				910	200	200				910	200
92	10	100				920	200	200				920	200
93	10	100				930	200	200				930	200
94	10	100				940	200	200				940	200
95	10	100				950	200	200				950	200
96	10	100				960	200	200				960	200
97	10	100				970	200	200				970	200
98	10	100				980	200	200				980	200
99	10	100				990	200	200				990	200
100	10	100				1000	200	200				1000	200

In a measure, the face side is self-explanatory, the ledger page being entered in the first column, the total of each separate ticket in the second, and the gross total of the tickets posted to each account in the third. Where there are two separate accounts on a page, the second one is designated "B," as 29B in the illustration. Parenthetically it may be stated, however,

On the reverse side of the sheet all adjustments of errors in the extension or addition of tickets or credits are recorded in the "stock corrections,"

After being properly balanced the ledger proof sheets are summarized on a form of which an illustration is given.

In a condensed form, the individual ledger totals are entered in the "ledger analysis summary" book—practically a "ledger balance analysis"—of which the following is an illustration:

March, 1898

Twelve consecutive pages are assigned to each charge ledger, and a like number in the back for a summary of the gross totals of all the ledgers combined. At the end of each month the balances of each ledger are reported to the manager of the department, and by him compared with the balance as shown by this ledger analysis.

Reference to this class of accounts has already been made in other parts of this article, and it only remains to explain the books in use and the entries made in the book-keeping proper.

The tickets, when received from the auditing department, are already assorted alphabetically, as has been stated. They are then "vowelized," i. e., the names arranged in a somewhat similar fashion to the arrangement

of a city directory, each book-keeper "vowelizing" his own tickets. They are then entered in a ledger ruled as in the following illustration.

Saturday Feb'y. 4th 1899

Clerk No	Name	Remarks	Amount	Cash	Credit
21	Aenslein	D 400	16	6 16	
685	Ball		9 46		9 46
1362	Chaucer	% 29	4 52		4 52
1496	Clausen		8 18	6 7 67	49
312	Clendinning		3 62	1 62	2 00
881	Coakley		8 95		
			1462 65		

The arrangement of the ticket entries are in a measure shown in the illustration. In the first column the number of the sales clerk is recorded, and in the second and fourth the name and amount. As will be noticed, no address is entered. In the third ("Remarks") column is noted any deductions that have for any reason been made from the ticket, as in the first entry, "D 400," meaning that there was a cash deposit of that amount on the original transaction of \$20, which reduced the "C. O. D." to \$16. In the third entry, "% 29," signifies that there was that amount of discount deducted.

In C. O. D. transactions there are but rarely any "stock corrections," i. e., errors in addition or extension of tickets, as they are gone over by the "writers" in the delivery department before the bill for collection is made out. Before their final entry in the ledger they are, however, gone over again by the book-keepers, the same as with the charge tickets, but, contrary to that system, any changes are immediately reported to the auditing department for the purpose of making the corresponding corrections on the balance sheets before they are sent in.

Transfers of tickets from one C. O. D. ledger to another are always made before entry, never afterwards. A memorandum of such transfers is made on the back of the auditor's balance sheet when it is received, transfers to the ledger being noted on one side and transfers from the ledger on the other. The net amount of the sheet is then arrived at and balanced with the total of the day's entries in the ledger. Credits, after their entry, in the ledger, are noted on a small memorandum slip and the footing compared with the corresponding footing on the auditor's balance sheet.

THE CLOSING OF THE LEDGER ENTRIES.

The description and ruling of the C. O. D. cash books has already been given, but a summary of it would not be out of place here. In the first column is noted the number of the driver by whom the collection was made, the sales clerk number in the second, the name of the customer in the third, and the amount in the fourth, all of which are obtained from the drivers' route sheets. Immediately following the amount column are the ledger columns, four or five in number, according to the number of C. O. D. ledgers in use.

In the posting of cash the book-keeper has three things to guide him—the clerk number, the name, and the amount, the name being given the first consideration. As may be surmised, however, in a large establishment of this kind, where rapidity is the first essential, a number of names on the driver's route sheets will be either misspelled or written in such a way as to be almost undecipherable, and the entries in the cash books likewise accordingly. The result is that a number of amounts remain open. At the end of the day these amounts, together with the "overpaid cash," are copied on a sheet, the entries being made as they appear in the cash book, with the exception that a column is left between the names and the amounts for the addresses which are obtained from the drivers' route sheets. The open entries in the ledger are then compared with the open cash amounts (which have been summarized in a convenient form), and if an amount corresponds, reference is made to the original ticket to see that the address corresponds likewise, the letter of the ledger being noted alongside the amounts posted.

OPEN CASH RECORD

Driver	Clerk	Name	Address	Am't	A-G	M-L	M-Q	S-Z	Subtr'n	Refunds	Remarks
14	1892	Steehmore	146 Penn St.	11							
2429		Allen	716 Spring garden	2.05		2.85				11	412 R 3/4
127		Tanning	417 Walnut	2.15	2.15						419 Mellan 419 F
20	9116	Smith	118 S. 17 th Ave	1.00							100% Ref.
		Total		119.84	135.17	129.85	326.25	217.36	119.37	129.37	
		Posted to Ledgers		927.44					927.44		
				292.40							
		Deduct Refunds		129.37							
		Am'ts sent forward		163.63							

When all the amounts possible have been posted, reference to the cash books is again made, the amounts posted carried out in the proper ledger column, and the columns footed. The open and overpaid amounts on the memorandum sheet are also footed and the total added to the total of the ledger columns, which must agree with the total of the "amount" column of the cash book. The "open and overpaid" cash is then entered from the memorandum sheet in a book ruled as in the above illustration.

Each day the entries in the ledger made three days previously are gone over, and those closed checked off. Those remaining open are entered in an "investigation book," recording under a date heading in ruled columns, 1, the number of the sales clerk; 2, the customer's name; 3, the address, and 4, the amount. In an outer column the disposition of the open entry is noted. The original tickets are then gotten out and traced through the

route books and sheets in the delivery department, and notations of the result made on the backs of the tickets. If one has been paid in under another name the entry in the investigation book is closed and the cash is posted into the proper ledger from the open cash book, the amount being extended in the proper ledger column, as shown on the second line of the illustration, where the cash was paid in under the name "Allen" instead of "Hallam." Other entries in the investigation book are closed as circumstances may dictate—by credit, by transfer to charge ledger, etc. In the "taking off" of the balance at the end of the month, instead of referring to the ledger for the open entries more than three days old, they are taken from this book.

The other entries in the open cash book shown on the first and fourth line are closed as indicated, the former by the transfer of the cash to the charge ledger account and the latter by refunding to the customer when claimed. A "refund" slip in both cases is made out and sent to the assistant chief cashier, the former acting as a transfer of cash and the latter as an actual "refund," both, however, being charged to the "C. O. D. sales account" through the general cash book. It should be noted that "refunds" are made from the open cash book only.

At the end of the month the ledger columns are footed, and with the "refunds" deducted from the total of the amount column as shown. The totals of the ledger columns are transferred to the proper pages of the "C. O. D. balance book" and the remaining "open and overpaid" entries carried over in the next month's account, the entries being checked in red ink to distinguish them from the posted accounts.

REPORTS AND BALANCES.

A report is made each day of the transactions, filled out as in the next illustration:

COD REPORT
DATE March 24th 1898

Ledger	Mdcs.	Credits	Net Mdcs	Cash	Refunds
A to F	1722 112	188 14	1533 98	1498 28	4 10
G to L	1827 00	188 28	1638 72	1527 47	
M to P	1898 28	214 87	1683 41	1522 00	19 27
Q to Z	1422 20	326 21	1095 99	1217 03	3 12
Suburban	1220 20	120 20	1100	500 15	
Open Cash				218 63	
Total	7880 00	1027 50	6852 50	6293 17	27 19

The totals of the merchandise and credits are balanced with the summary in the auditing department and transferred to the auditor's daily report, as previously stated. The cash and refunds is reported to the general book-keeper and by him balanced with the chief cashier's report.

The daily C. O. D. report is then entered in the balance book illustrated below:

A to Q
1898
March

Date	Mdcs.	Credits	Net Mdcs	Cash	Refunds	etc
1	1532 98	218 63	1317 35	1527 00		
2						
3						
4						
5						
6						
7						
8						
9						
10	1220 20	317 18	903 02	1188 17		
11				138 17		
Open Cash, Bk of	1570 00	4217 30	2647 30	3002 10		
Balance Mch 1st			3018 30			
			3018 30			
			3002 10			
			3481 12			

the second line, and of return on the third. All "passes" of a temporary nature, i. e., for a part of the day, are entered in a small "Temporary Pass Book," the time number of the person, together with the time of departure and return, being recorded. Passes for "extra lunch time," i. e., for more than the time allowed by the establishment for lunch, are not entered in the pass book, the time of departure and return being noted on the time sheet, as in No. 6, the "P" denoting to the salary clerk that a pass will be found for the extra time.

The time sheets eventually find their way to the salary clerks, by whom

April 4 th to 9 th													April 11 th to 16 th												
Time No.	Name	Salary	Mon	Tu	We	Th	Fr	Sat	Time	Extension	Misc	Net	Mon	Tu	We	Th	Fr	Sat	Time	Extension	Misc	Net			
	Argine A	2200	2200	2200	2200	2200	2200	2200	6	-	2200	114.2000													
	Thompson R	2000	2000	2000	2000	2000	2000	2000	6	-	2000	50.1800													

they are entered in the salary book illustrated below.

In large establishments separate salary books for males and females are in use. The ruling of the books require the writing of the names but once in five weeks, the right-hand page being ruled with three "week" columns. The names are recorded by departments under three general heads—sales, manufacturing and miscellaneous, the latter including all offices, cashiers, delivery department, etc. The morning time is recorded on the first line and the number of minutes occupied for lunch on the second. On the third line is noted the time of departure at night, if otherwise than the usual closing time. Most houses, as a rule, pay for overtime work a small amount, technically called "supper money." Others allow no money consideration, but as an offset allow a reasonable "lateness" the following morning. In these houses a "night book" is provided at the entrance door wherein the clerks record their names and the time of leaving. This book is taken by the salary clerk the next morning and the time properly credited on the third line—in red ink, as a rule, to distinguish overtime from "pass" time (departure before closing time).

At the end of the week the salaries are made up from the extended entries as shown in the illustration, the gross total of the salaries being charged through the general cash book to the pay roll account, and the offsetting merchandise deductions, which are obtained from the employers' charge ledger as previously stated, credited to the merchandise sales account. The salaries are enclosed in small "pay envelopes" bearing upon them merely the time number and name of the employe, and are distributed among the various departments by clerks from other offices.

A report of the total salaries by departments as compared with the previous year is made up each week, and the current week's salaries recorded therefrom in a salary summary book, which is totaled by quarters (thirteen weeks), and finally at the end of the year in full.

In this office an interesting record of each employe is kept on the "card index" system, a card numbered to correspond with the numbered signature on the "rule book" (a printed book of rules which every employe on entering the service is required to sign), recording the dates of entering and leaving

THE CHIEF CASHIER AND THE GENERAL BOOK-KEEPER.

Disbursements of money are not made by the former. By the assistant chief cashier only such petty disbursements are made as have already been described—for cash purchases of merchandise, refunds to customers for merchandise paid for and returned, claims for discounts and overpayments, and the cashing of cashier's slips and cash coupons for the various store cashiers at the close of the day. The object of cashing the latter is to have a record of the day's transactions in the "petty cash book." The amounts are itemized on small memorandum slips by the various store cashiers by whom they were taken in, and these, together with the vouchers mentioned, are sent at the close of the day to the assistant chief cashier, by whom they are exchanged for actual cash. Other petty disbursements, such as postage, car fares, freights and expressage, and other miscellaneous petty expenses are also made by him upon presentation of properly countersigned vouchers. An illustration of the ruling of the petty cash book in which all these disbursements are entered is given below:

[illegible]

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The "payment" and "petty cash" books are turned in each day to the chief cashier, together with the vouchers and the cash on hand. Expense vouchers are audited by the chief cashier, and the merchandise vouchers in the auditing department, where they are charged to the various departments as has been stated.

In most large establishments, bank deposits are usually divided between two or three banks. The same firm referred to above specializes its withdrawals against them by making them, as far as possible, for certain classes of accounts—payments for merchandise purchase against one, general expense accounts against another, and miscellaneous and private accounts against the other. Condensed "deposit and check records" are also kept in this office, showing at a glance the daily deposits and withdrawals, and the daily bank balances. Each day's cash transactions are entered in the general cash book, the ruling of which is herewith given, and a condensed

RIGHT

		MOD Cash	Stone Cash	Charge Accts	COD Accts	Debase Accts	Private Accts	General Accounts
Asst. Cashier	Cashier's Slip		310.89					
	Coupons		228.72					
	Cash Discts		92.16					
	Cash Refunds		128.29					
	Chg. Refunds			328.42				
	COD Refunds				42.17			
	Cash Purchase							118.17
	Postage							83.22
	Freight Exp							73.19
	Gen'l Exp							18.12
Purchase Ledger	Payments					24116.29		
First Nat'l Bank	Depos.							48216.29
Second "	"							28172.95
Third "	"							10198.28
		✓	766.06	328.42	42.17	24116.29		86880.22

LEFT

RIGHT

Explanation	MOD Cash	Store Cash	Charge Accts	C.O.D Accts	Purchase Accts	Private Accts	General Accounts
Mail Order Cashier	21072						
Store Cashier " 1		1218.42					
" 2		1818.16					
" 3		1417.88					
" 4		928.72					
" 5		895.12					
" 6		1225.00					
" 7 Fica		13647.87					
Mail Cashier Chg Payments			36637.01				
Asst "			981728				
First Natl Bank (Chgo)							1872838
Second " " "							2881736
Third " " "							119228
		21132.18	46434.30	4618.19	42.17		56789.02

summary of the day's receipts and disbursements handed in to the chief book-keeper for final entry in his books. Monthly and annual summaries are also made, and these together with the chief book-keeper's reports of balances, make complete digests of the transactions of the house.

The daily reports are entered by the chief book-keeper in a "general journal," illustrated below, as are also the reports received from the auditing office.

The entries in both of the illustrations are in the main self-explanatory, and need not be gone through at length. The columns shown represent the different classes of ledgers in use and the balances as shown in the general ledger at the end of the month, are verified by the reports

De										March, 1898										Cr									
General	Private	Purchase	COD	Change	Store Cash	MOD Cash	L.F.	Explanation	L.F.	MOD Cash	Store Cash	Change	COD	Purchase	Private	General													
284720								12 Cash to Auditors																					
								MOD Cash	48	21272																			
								Store Cash	60			211520																	
								Change 2%	74					424350															
								COD 2%	84																				
								Purchase	98																				
								(Cash Report)																					
								Private to Mod																					
								MOD Cash																					
								Store Cash																					
								Change 2%																					
								COD 2%																					
								(Auditors Report)																					

STATEMENT

January 31st 1898.

LOSSES ASSETS

LIABILITIES PROFITS

		150000000	Real Estate				
250		26800	Machinery Etc.				
800		71200	Electrical Plant				
3140		18142276	Furniture & Fixtures				
		180172912	Mdse (Approx'd)				
			do (Balance)			14961748	
171236			Repairs & Renewals				
2000		2200979	Taxes & Assessments				
300		11460	Insurance				
2250			Interest			24221	
			Discounts			1561729	
14312			Collection & Exchange				
261218			Freight & Expressage				
1212826			Advertising				
8314912			Salaries				
1311216			General Expense				
			Notes Payable		22500000		
		817526	Notes Receivable				
		60921712	Charge Accounts Receivable				
		930226	COD Accounts Receivable				
		481698	Miscell. Accts Receivable				
			Mdse. Accts Payable		21649682		
			Private Accts Payable		8131229		
			Hugh Weston Stock		15000000		
			O. Warburg Stock		15000000		
			J. Stephens Stock		10000000		
			Personal Hugh Weston				
			Personal O. Warburg				
			Personal J. Stephens				
		3622617	Cash on hand				
		9261712	First Nat'l Bank				
		7389572	Second Nat'l Bank				
		11781638	Third Nat'l Bank				
12159720			Estimated Profits (1Mo)		4387978	16547698	
		456668889			456668889		

of the managers of the other book-keeping offices, i. e., the charge and C. O. D. offices. The balances of cash on hand and in banks are verified by the chief cashier's reports.

The monthly statement of the general book-keeper is made on an ordinary four-column balance sheet, which for illustrative purposes is given on preceding page.

The approximated inventory is obtained from the monthly report of the auditing department, but at the end of the year the actual inventory is used. Various other "comparison statements," "ratio statements" and the like are also made up, but being of no special interest, they are not given.



